OCT. 19, 1956

Sales Management

THE MAGAZINE OF MARKETING

Why You Have So Little Time to Think

Page 110



International Innkeeper Conrad N. Hilton

Hilton's "Private Statesmanship" Shapes World-wide Hotel Empire

Page 31

A BILL BROTHERS PUBLICATION

FIFTY CENTS



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. . . on a fast track . . . action coming up.
To get an audience steamed up for action, put over your message with a dramatic, forceful, *professional* presentation.

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and PHILADELPHIA

Capital Airlines uses RAY-O-VAC *flashlights and batteries exclusively.*

Capital AIRLINES

Stickin' Around with KLEEN-STIK

KLEEN-STIK Kalifornia "Koolers"

It's fitting that *so many* terrific Kleen-Stik ideas seem to originate in San Francisco—after all, that's where Kleen-Stik was born! Whatever the reason, Golden Gate admen *consistently* come up with *outstanding* displays featuring this modern miracle adhesive. F'instance:



Keeping FOREMOST Foremost

How to get kids and grownups to "Remember Foremost ESKIMO PIE?" Easy as pie! said FOREMOST DAIRIES, INC., San Francisco. They worked out this 3-D piece that "pops out" a replica of the red-and-blue-and-silver package from walls, mirrors, refrigerator cases, and other smooth surfaces in dealers' stores. They're "easy as pie" to *post*, too—dealer or salesman has only to *peel* the backing from the Kleen-Stik Strips and *press* in place. SCHMIDT LITHO CO., S.F., turned in its usual "creamy" production job.



"Fan-cy" Folder Holder for EDWARDS

To boost the use of Edwards Instant Coffee in *iced* style, DWIGHT EDWARDS CO. (a division of San Francisco's SAFEWAY STORES) put these fan-shaped Literature Pockets in prominent spots in all outlets. And guess what holds them *tight* on walls, pillars, doors, and other vertical surfaces? Right the first time—KLEEN STIK! The smart design was "measured out" by the HOEFER, DIETERICH & BROWN ad agency, and "brewed" by A. CARLISLE & CO. Clever people, these San Franciscans!

From Kalifornia to Konnecticut, you'll find Kleen-Stik keeping sales up by keeping sales *messages* up! 3-D eye-stoppers, window streamers, back-bar signs, shelf-edgers—*all* work selling wonders when backed with wonder-workin' KLEEN-STIK. See your regular printer or lithographers for *more* examples—or write for our "Idea-of-the-Month!"

KLEEN-STIK PRODUCTS, INC.

7300 West Wilson Avenue • Chicago 31, Ill.

Pioneers in pressure sensitives for Advertising and Labeling

Sales Management

THE MAGAZINE OF MARKETING

VOLUME 77 No. 9

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

October 19, 1956

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COMPENSATION

Fringe Benefits Now a Key Factor in Competition for Sales Talent, by William Hardy, Vice-President in Charge of Agencies, West Coast Life Insurance Co. 80

Besides cutting the cost of recruiting, well-conceived "plus factors" in compensation plans offer at least three other important management advantages: morale, job "climate," family respect for the career.

CREDIT

Cues for Salesmen Confronted with Prospects' Poor Credit, by F. W. Anglin, General Electric Co. 62

Your credit department urges you to watch your prospects for downward trend in sales, too rapid growth, expenses out of line, too heavy inventory, slow receivables.

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9 Things Our Manufacturers' Reps Said They Wanted to Know About Us, by John F. Bergmann, Sales Manager, Punch Division, Pivot Punch & Die Corp. 46

When this sales chief, who had never worked with agents, supplied the answers, his sales increased 40% in the first year. Can his findings help solve your problems with agents?

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Could You at Age 45 Start a Firm, See It Grow As Fast As State Farm? 92

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Hilton's "Private Statesmanship" Shapes World-wide Hotel Empire, by Lawrence M. Hughes 31

While Conrad Hilton denies that he plans a hotel in Moscow called the "Comrade Hilton," the "private statesmanship" of his international company, under John W. Houser, has sold government and private groups from Bangkok to Baghdad and Berlin on building hotels for this flourishing subsidiary of Hilton Hotels Corp. to operate.

MARKET DEVELOPMENT

Problem: How to Tell Consumers Your Product Is Different, by Joseph F. Parente, President, Pacific Vinegar Co. 65

Pacific Vinegar developed a mild, all-purpose wine vinegar—then found a single word to promote it without damning competitive brands.

MARKETS

Seven Mistakes to Avoid If You Want to Sell The Jewish Market, by Joseph Jacobs 101

Should Marketers Be Guided by Politicians' Views on Farming? by John D. Samter, Manager of Sales Research, Farm Journal, Inc. 36

Author contends: Politicians of both parties generally treat farmers as they treat others—they're in favor of higher wages, better working conditions, more profit. Party out of power emphasizes pessimistic side to "sell" plans and promises for better tomorrow.

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Perfected packaging machinery now enables dairies to mass-produce the Twin-Pak. Can Canco convince users that two quarts banded together offer greater convenience than Ex-Cell-O's single half-gallon carton?

Should Sales Managers Be Packaging Experts? 128

The "Ayes" have it. The reason: Packages have become one of selling's most effective Weapons.

Can Walker's "Wrong Way Corbit" Do It Again with Luxury Wraps? 68

Does liquor call for high-style merchandising? If so, can Walker possibly go places with a new bow on last year's dress?

PERSONAL DEVELOPMENT

Why You Have So Little Time to Think, by Ray Josephs 110

Do your desk, telephone and visitor's chair have an armlock on your freedom of thought and movement? How many of these 12 time stealers have trapped you today?

SALES MANAGEMENT

A Letter to a Salesman Who Carries a Chip on His Shoulder 122

Most salesmen have to gripe a little. Now and then a case gets chronic. Here's how one sales manager handled a habitual griper—and changed his tune.

SALES MANUAL

How to Plan and Produce a Grade-A Sales Manual (Pt. II), by Hubert D. Rose, President, H. D. Rose & Co., Inc. 54

A sales manual is a basic tool for any selling organization. Its value lies not only in its content but in the manner in which the material is usually presented.

SALES PROMOTION

In 45 Days, $1,000,000 in Orders 74

Tomlinson of High Point, N. C., previews new "Sophisticate" furniture to 50 buyers from top-drawer department stores and makes a clean sweep. All 50 bought.

So You Want to Tie-in Your Product with A Famous TV Star or Program! by Aaron Rothenberg 146

SALES TRAINING

How Your Salesmen Can Help You Develop Best Product Points, by William J. Tobin 86

At your next sales meeting, try out the one-minus-one-equals-two theory: What one feature of your product gives the prospect a positive benefit, what one feature helps him to eliminate a worry?

Audit Bureau of Circulations · Associated Business Publications · National Business Publications · Magazine Publishers Association

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Buyership in Action!



The 11,648 Advertisers in the 1956 Annual Edition of T.R., 326 more than the previous edition, stand as graphic proof that the exclusive T.R. "buyership" clientele can be reached only thru T.R.

11,648

Advertisers, placed

43,435

Advertisements in 1956 Annual Edition

Your advertising representation in T.R. assures you of coverage of better than 60% of the total Industrial Purchasing Power of the U.S. T.R. clientele insist on T.R. habitually for Purchasing Decision. The record speaks for itself . . .

READERSHIP-ZERO
BUYERSHIP-100%



ABP THOMAS REGISTER ABC

Thomas Publishing Company
461 Eighth Avenue, New York 1

20% MORE R.O.P. COLOR

In 1956 the San Diego Union and Evening Tribune have run 20% more R. O. P. color than in 1955 – dramatic evidence that color can be used effectively to sell this third largest market in the West.

1955 - First Six Months - Total Lineage 755,545
1956 - First Six Months - Total Lineage 948,105

Quality reproduction is always assured, too – with our new Goss Headliner presses that are fully equipped for excellent color work.

The San Diego Union AND EVENING TRIBUNE

SAN DIEGO, CALIFORNIA



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15 "Hometown" Newspapers Covering San Diego, California – Northern Illinois – Springfield, Illinois and Greater Los Angeles ... Served by the COPLEY Washington Bureau and the COPLEY News Service.

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Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue
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Foreign: $15

ADVERTISING SALES
For Offices and Personnel
See Advertisers' Index
(two pages preceding back cover)

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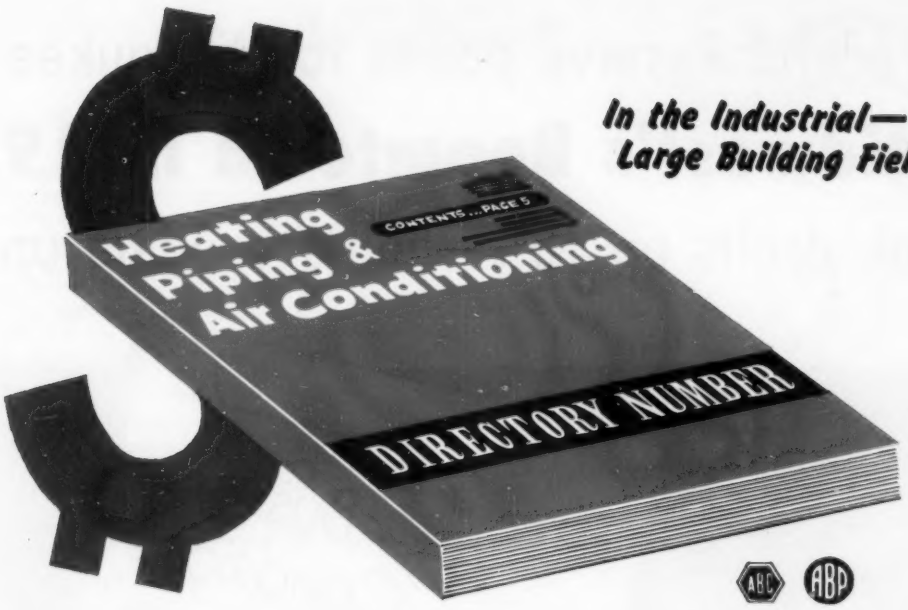
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Bill Brothers Publications in MARKETING (in addition to Sales Management): Sales Meetings, Tide, Premium Practice. INDUSTRIAL: Rubber World, Plastics Technology. MERCHANDISING: Fast Food, Floor Covering Profits, Grocer-Graphic, Tires and Yankee Grocer.



***In the Industrial—
Large Building Field***

Nowhere CAN YOUR AD DOLLAR BE BETTER INVESTED!

. . . a pretty sweeping statement. BUT IT'S TRUE. For 22 years this January Directory Number has been the field's only complete, up-to-date Product Reference.

As such it commands the continuing year-long attention of the engineers and contractors who purchase-control the industrial-large building market's vast product requirements.

And that's not just conversation on our part. A survey *established* that 9 out of every 10 of these subscribers (all paid — ABC) use the January HP&AC when specifying and buying. As often as every week in many cases!

LOOK WHAT IT CONTAINS An alphabetical listing of all applicable products . . . names and addresses of all the manufacturers . . . a listing of all known trade names . . . a guide to the products advertised in this issue and the manufacturers' names . . . PLUS the normal editorial content of a regular issue to assure immediate cover-to-cover attention.

YOU PAY NO PREMIUM Regular space rates apply. This is not a 13th or extra-cost number.

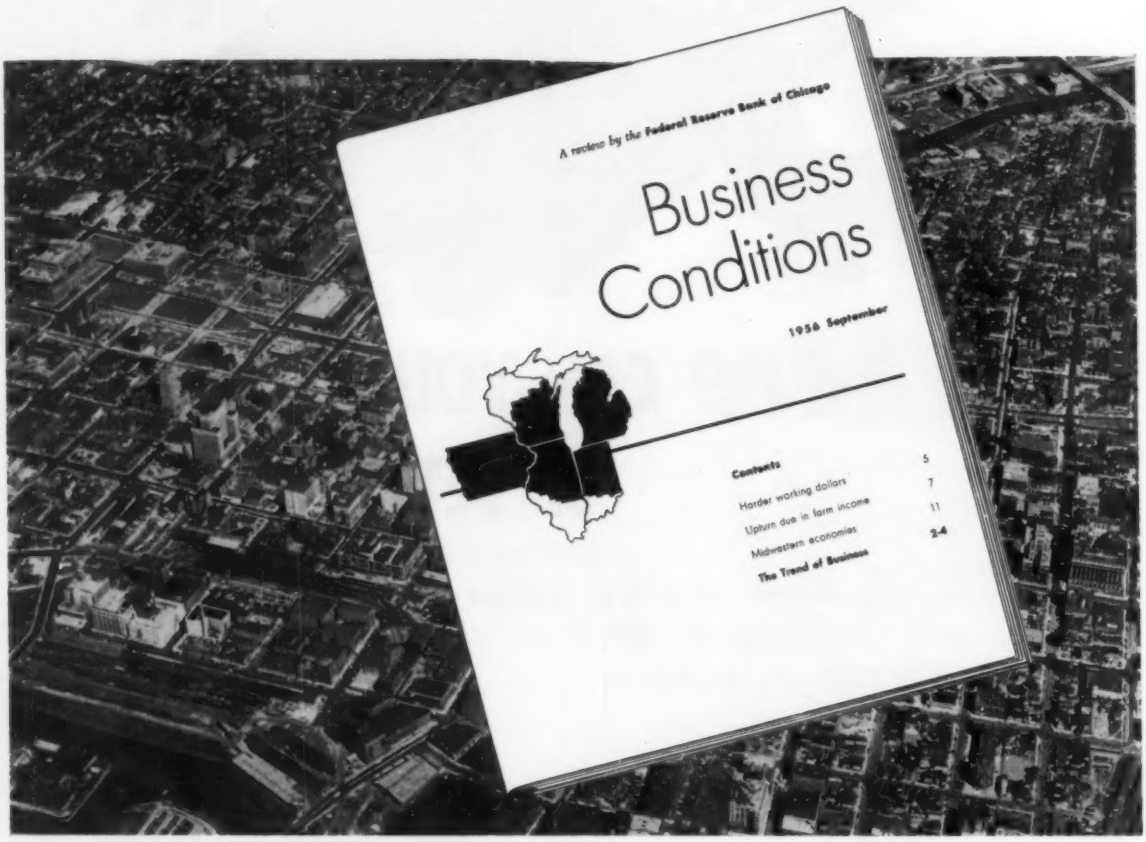
DEC. 10 CLOSING DATE Use extra space for extra emphasis in this extra productive issue. Reserve space now to assure the most favorable position.

Heating, Piping & Air Conditioning
KEENEY PUBLISHING CO. AIR CONDITIONING HEADQUARTERS
6 N. Michigan, Chicago

Federal Reserve points to Milwaukee as

"Midwest's Boomtown in 1956"

bank debits up 18%—home building up 33%



The Federal Reserve Bank of Chicago, in its September issue of "BUSINESS CONDITIONS," again reports on Milwaukee as "the midwest's boomtown in 1956 . . . showing strength in housing as in most other measures of activity."

Milwaukee bank check transactions in July (daily average) were up 18% over July 1955—up 14% for the year. Employment is at an all-time high mark. Factory wage earner pay rolls averaging over $56,000,000 monthly are 15% over 1955. Home building exceeds all past levels—up 33% in dollar volume and 24% in units over the first seven months of 1955. Department store sales were up 10% in the four weeks ending September 8, compared to the same period last year.

Here's a market where your sales efforts should be in high gear. In THE MILWAUKEE JOURNAL alone, you can reach 9 out of 10 families in this busy, top-spending metropolitan area of a million people.

The Milwaukee Journal

National Representatives—O'Mara & Ormsbee, Inc.

New York *Chicago* *Detroit* *Los Angeles* *San Francisco*

EDITORIALS

Why So Little Time to Think

The telephone, the desk, and the visitors' chair are so much a part of our offices and our lives that we may overlook the fact that they may be making us prisoners—and willingly.

Frankly, we had not thought of these office appurtenances as our involuntary jailers until Robert E. Johnston, vice-president and assistant to the president, in charge of sales, advertising, and public relations, United Air Lines, Inc., suggested they were in a speech which some of you heard this summer at the National Sales Executives convention.

So we asked Ray Josephs, an expert in spotting ways in which some of America's top executives conserve their time devoted to routine actions, to give us a fuller report. You'll find it on page 110, "Why You Have So Little Time to Think." The telephone, desk, and visitors' chair are only three of the 12 factors Josephs identifies as prime time stealers. How many of them have you trapped today?

Ray Josephs points out that the techniques that have worked so well in production in your factories can be used in your own executive offices. But don't worry. Instead of making you a mechanical robot, they will have exactly the opposite effect.

No one technique or series of devices works for everybody. What works for you may be absolutely ridiculous for someone else. And the other way around. At the same time, if you have an open mind on time saving and challenge everything you do to see if there isn't a simpler, faster way to do it—and make it a point to look for ways to adopt the methods others have used—you yourself will come up with notions to make you say, "Why didn't I think of this before?"

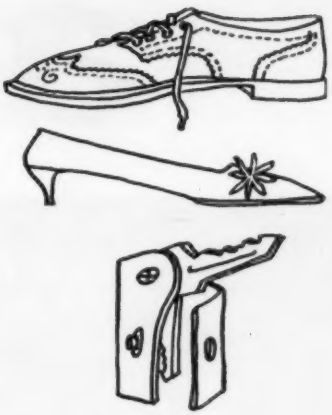
Moreover, the benefits of gaining an extra hour a day are more than personal. For the executive who dominates his operation will do a better job both with his subordinates and with his customers. You'll have time to do some of those rewarding, challenging sales jobs you've always promised yourself you'd get around to "when there's time." And you'll also have the opportunity to do those extra-curricular activities you may have neglected.

Is There an Industry Profit Standard?

The sales manager for Magnetrol, Inc., Lester E. Stybr, recently told the National Industrial Conference Board that "the ability of a company to establish 'profit standards' for itself is ambiguous and unrealistic reasoning. We hold to the premise that each industry has its own 'profit range' which has been determined largely by the competition within that industry over successive years of experience. The only effect a company can have on 'profit standards' is to make certain that it stands at the top of its industry range."

At the same National Industrial Conference Board marketing meeting the vice-president in charge of sales, Wagner Electric Corp., H. N. Felton, offered contrary evidence. Felton described how in one year's time, with no price increase, Wagner changed a whole product line from a loss of 6.1% of sales to a profit of 9.4%. Further, this product line contributes about 18% of Wagner's total company volume.

Felton reported that a product which he identifies as Part A, was being marketed at a substantial loss. This was pretty much the industry pattern. Historically, there was an extremely close margin on



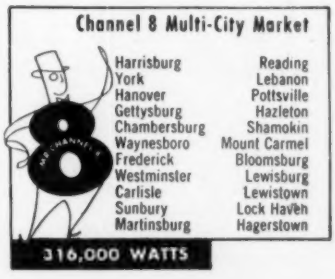
7th in manufacture of leather and leather products

Among the television markets foremost in the manufacture of leather and leather products, the Channel 8 Multi-City Market ranks seventh, based on production figures for America's top 100 counties (*SALES MANAGEMENT* "Survey of Buying Power"—May 10, 1956).

wgal-tv

LANCASTER, PENNA.

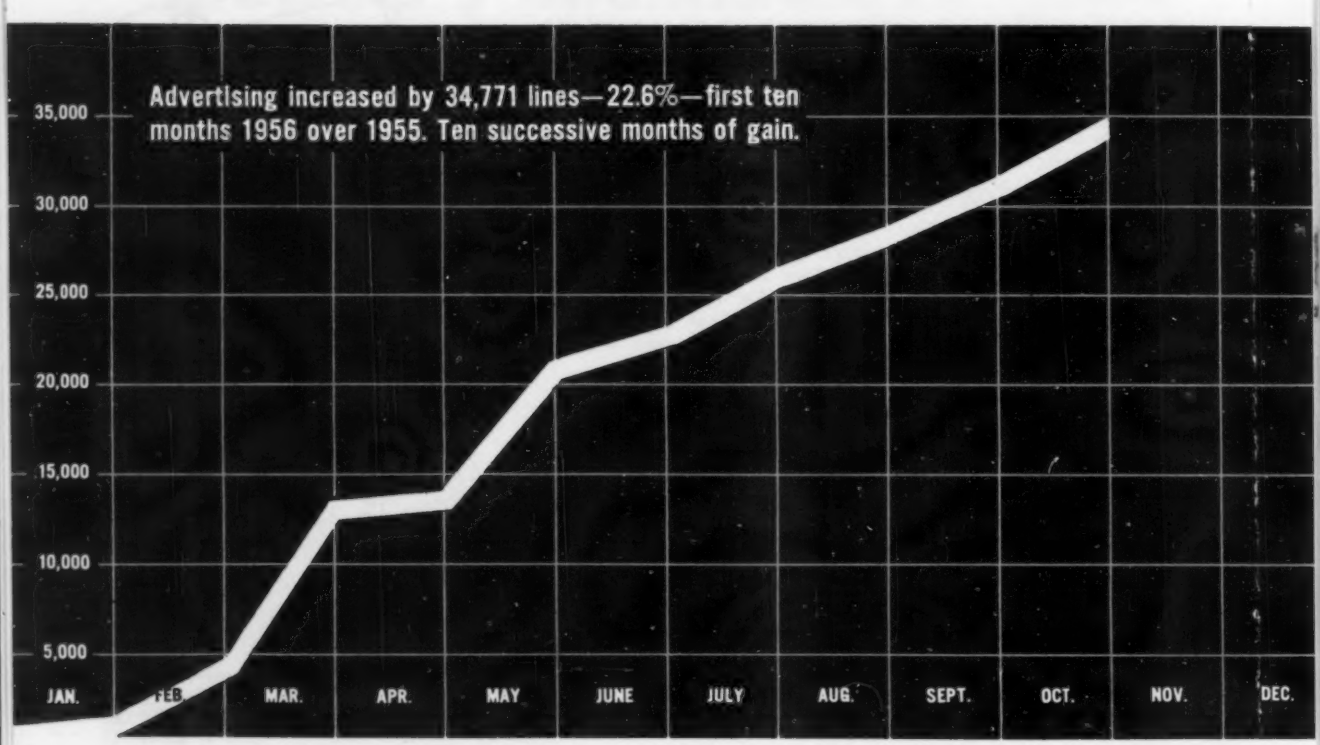
NBC and CBS



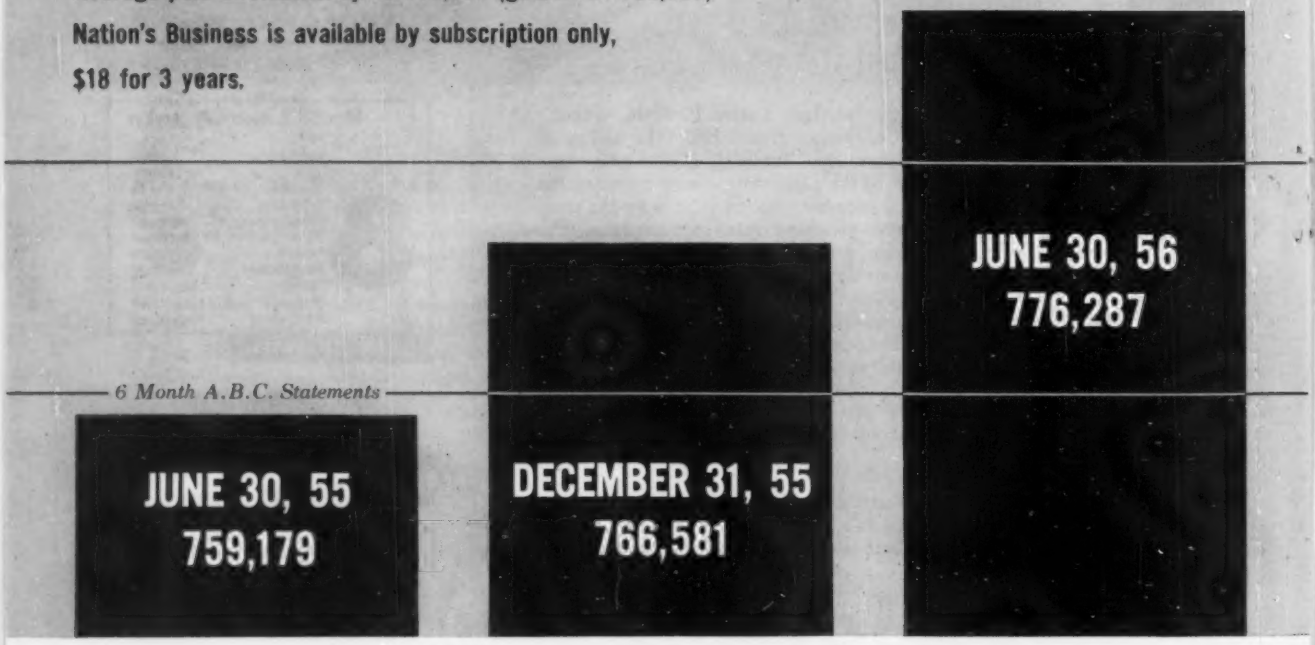
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CLAIR McCOLLOUGH, Pres.

Representative
the **MEEKER** company, inc.
New York Chicago Los Angeles San Francisco

action in

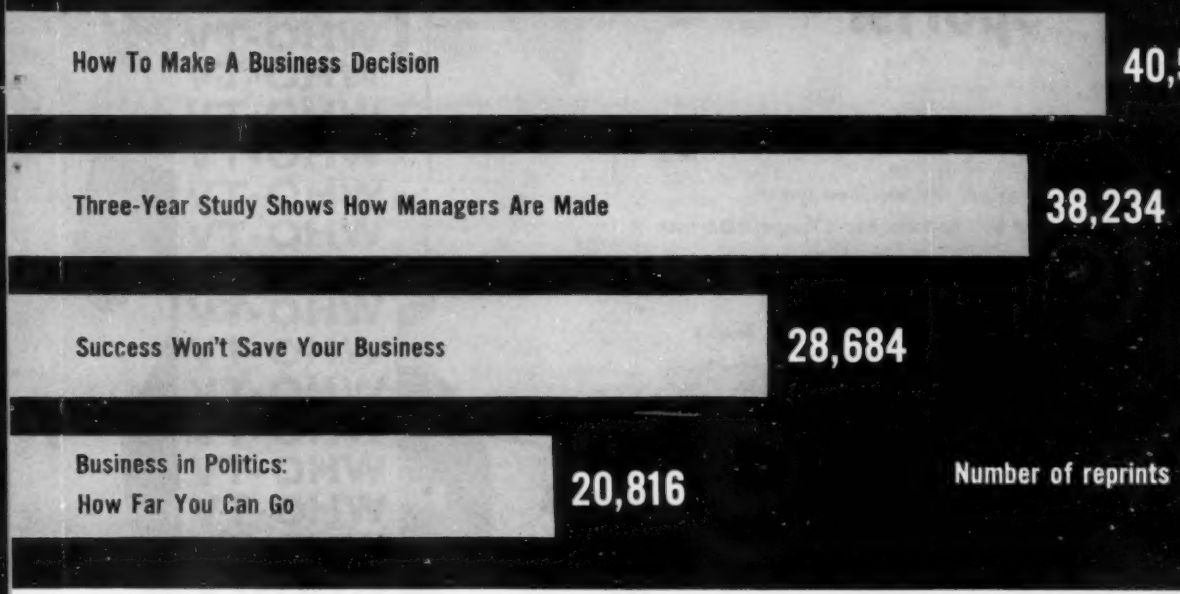


Average paid circulation up to 776,287 (guarantee 750,000)
Nation's Business is available by subscription only,
$18 for 3 years.



business

From January 1956 to mid-September, 12,052 business firms purchased 398,056 reprints of Nation's Business articles



Consistent advertising, circulation and editorial gains for . . .

Nation's Business

Nation's Business is on the move. In three significant areas . . . total circulation, advertising volume, readership . . . the curve is *up*.

Advertising linage has increased 22.6% over 1955 (first 10 months). There can be only one reason for a gain so substantial: *Results*.

Average paid circulation has moved to 776,287. Of these readers, 550,000 are the men who actually *own* American business — the owners, partners and presidents of manufacturing firms, banks, retail and wholesale establishments—every type and size of business, nationwide. Circulation follows population, with 257,000 copies each month going to cities over 50,000 and 518,000 to cities and towns of smaller size.

Nation's Business devotes its articles to analysis and interpretation within the three areas of greatest concern to business *owners*—business leadership, government problems, and national issues. So perceptive and useful is its look-ahead editorial content that reprints of a single article often exceed 20,000 in sales—and orders keep coming in for a year or more after original publication.

CONCLUSION

To sell the men who own American business, you need the business magazine which is large enough to reach them, useful enough to compel their attention, powerful enough to move them to action. You need Nation's Business.

Nation's Business

775,000 PAID CIRCULATION
Including 75,000 executives of business members of the National Chamber of Commerce and 700,000 other leaders of the American business community who paid for their personal subscriptions.

ADVERTISING HEADQUARTERS:
711 THIRD AVENUE, NEW YORK 17, N. Y.
WASHINGTON • CHICAGO • PHILADELPHIA • DETROIT
CLEVELAND • LOS ANGELES • SAN FRANCISCO

Covers All Sports!



IOWA sports lovers get top television sports coverage on WHO-TV, because our TV operation uses the same great sports staff that has built such a tremendous reputation on WHO Radio!

In addition to daily sportscasts by Jim Zabel, Iowa's "most-listened-to" sportscaster, WHO-TV schedules scores of exciting *sports contests* — both live and on film.

How loyal and enthusiastic is the WHO-TV sports audience? Well, last Fall when there was a slight technical delay in getting one football telecast on the air, WHO-TV received 1500 phone calls — and the Northwestern Bell Telephone Company reported a backlog of 5000 other calls!

Let Peters, Griffin, Woodward, give you all the facts on WHO-TV — Iowa's BIG television value.

WHO-TV

Channel 13 • Des Moines



Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Peters, Griffin, Woodward, Inc.
National Representatives

NBC Affiliate

the product line. On Part B of Wagner's product a small profit was made, but when the parts were combined the loss was 6.1% of sales.

Despite the fact that Wagner was in an historical position on this important line, the company decided to correct "this intolerable situation" by taking eight steps: (1) study of over-all company costs; (2) intensive cost study of items on Part A of line; (3) determination of items in Part A which are historically, and still, losers after steps 1 and 2; (4) study of effect of withdrawing items determined under step 3; (5) withdrawing from price book certain of these items; (6) inclusion of certain new items; (7) reorienting the sales organization's thinking to a profit, rather than volume, basis; (8) revamping of sales compensation plan.

Felton points out that a sales organization can be educated to sell *what* you want it to sell rather than just to *sell*.

Stybr of Magnetrol certainly reflected agreement with Felton's thought when he said:

"It is in the psychological attitudes of individuals responsible for profit growth that the major advances must be made. First we must be able to visualize the desired goals. Second, we must have the ambition, the perseverance, and the willingness for hard work to accomplish the goals. Third, we must return to the basic fundamentals of commerce and life itself and make them a conscious part of our philosophies and motivations."

Felton anticipates that Wagner Electric's earnings will be 6% in 1956, compared with 5.1% in 1955, and with 2.3% in 1954. Felton points out the moral: "We have come to realize that the factory cost of a product can almost always be lowered, and you can drop certain items from a line without adversely affecting other parts of your business."

How often do you go through your own operations with a "there is nothing sacred" attitude?

What ABC Means to You

You are the largest purchaser of advertising. So the ABC—Audit Bureau of Circulations—is an old and respected friend. Your sales predecessors joined with publishers to organize ABC. And you have helped ABC achieve important benefits for both the purchasers of advertising and the people who use it, as well as the purveyors of it.

Frankly, your predecessors and certain publishers set up the Audit Bureau of Circulations to clean up abuses of sales confidence. ABC continues to be meticulous in its watching over our mutual interest for our mutual benefit. The ABC audit, like the audit of your own businesses by your certified public accountants, is not made with the expectancy of finding wrong but of being able to establish, continuously, through an outside audit, that the rules are being adhered to.

This is the 42nd anniversary of the founding of ABC. So we join with you in saluting ABC. It is our hope and belief that the ABC in the future will reflect consideration of today's problems in terms of today's opportunities.

One final thought. We would also like to salute our R. E. Smallwood, SALES MANAGEMENT's vice-president and circulation director. Over a long period of years he and his department have set unparalleled standards for qualitative ABC business publications. It is perhaps only fitting that this year he also has industry responsibilities as president of *Associated Business Publications'* National Circulation Round Table.

THE LANDING STRIP

as seen by

JOHN BURGOYNE

If we had a beer-check for every brand of salad dressing ever marketed, we would certainly have a hatful of beer-checks. It would seem hard to invent a new salad-mixture completely in a class by itself, but that's what one Burgoyne client did. Added to lettuce or any miscellaneous greenery hanging around the house, it had just the proper flavor to make guests inquire about the recipe. Burgoyne ran panel tests in Indianapolis, Columbus and Omaha, found it as distinctive in sales as it was on the table. So now you can buy it at your neighborhood groceteria, not to mention Heine's Delicatessen.

• • •

Soup and gravy stains and grease spots have a way of splattering our best Sunday-go-to-meetin' clothes just when it's unhandiest to ship 'em to the cleaners. So there is a lively market for spot-removers; but sometimes they leave nice big rings, or have a smell like an oil refinery. An up-and-coming chemist developed a spotter that really did the work. He enlisted Burgoyne, of course, to run panel tests in Peoria, Roanoke and South Bend, and the future looks good. Let Long John Burgoyne check your new or established item for the selling facts you need to know. And do it now—put away your fiddle, Nero, and stop Rome from burning.

• • •

Burgoyne
GROCERY & DRUG INDEX, INC.
FIRST NATIONAL BANK BLDG., CINCINNATI 2, OHIO

In Philadelphia, buying begins at home



The Bulletin goes home . . . delivers more copies to more people every seven days in Greater Philadelphia than any other newspaper

More than one and a quarter billion dollars are spent each year in Greater Philadelphia for automobiles and accessories. The way to get your share of this huge market is to tell your story to the entire family in Philadelphia's home newspaper—The Evening and Sunday Bulletin.

The Bulletin packs selling power throughout a market noted for its *buying* power. Philadelphians like The Bulletin. They buy it, read it, trust it and respond to the advertising in it. The Bulletin is Philadelphia's *home* newspaper.

Now—R. O. P. full color seven days a week



Advertising Offices: Philadelphia, 30th and Market Streets • New York, 342 Madison Avenue • Chicago, 520 N. Michigan Avenue. ***Representatives:*** Sawyer Ferguson Walker Company in Detroit • Atlanta • Los Angeles • San Francisco

In Philadelphia nearly everybody reads The Bulletin

LETTERS TO THE EDITORS

"There's a Solid, Accessible, Merchandisable Market Between New York and the Farm"

EDITOR, SALES MANAGEMENT:

The article in your September 21 issue, "Unexploited Sales Opportunities in the Non-Metro Market," made a statistical leap from Metropolitan Areas to Rural Areas. Between those extremes are many prosperous, industrially expanding cities which are not quite big enough to be classified as Metropolitan or Potential Metropolitan Areas.

. . . We heartily agree with the imbalance of national advertising expenditures in the very largest metropolitan cities. Just in *Family Weekly's* 139 markets alone, the total circulation of the influential local newspapers is 3,560,334. In the 474 counties they serve, 20 million people account for over $22 billion annual retail sales which is 11.9% of the United States total.

Your article discusses at length farmer families, farm income, rural people and rural homes. That is hardly a true picture of the non-metro market your article discussed.

Specifically, the average family income in *Family Weekly* markets is $5,020 and nearly 10% higher than the average in non-metropolitan counties. There's a solid, accessible, merchandisable market between New York and the farm, and it is becoming larger, more prosperous and more significant to national advertisers as more and more giant manufacturers build new plants and expand their current manufacturing facilities in America's smaller cities.

In the same issue *The Daily Pantagraph* of Bloomington-Normal, Ill., advertises on p. 92 its "over 100 industrial plants. Value of manufactured products in '55 over $150 million."

Harry E. Clarke

Promotion Director
Family Weekly
Chicago, Ill.

► Mr. Clarke has a valid point—that there are many worth-while cities sandwiched in between the very big metropolitan and the rural sections, but nevertheless they are not "*Metropolitan* County Areas." But he should consult SALES MANAGEMENT's *Survey of Buying Power*, for on p. 180 he will find that Bloomington-Normal *is* a named Metropolitan County Area.

"Thermos" Is Not Generic Term

EDITOR, SALES MANAGEMENT:

. . . I have just now had a chance to look over your "Business Gifts" issue of September 10 and have immediately run into a flagrant misuse of our registered trademark "Thermos."

On p. 44 in the continuation of an editorial article beginning on p. 39 headed "Favorite Gifts of 1955" there appears the following:

"Thermos kits, ice buckets: Hamilton Scotch cooler led the field both as a gift by itself and as a container for cheese, nuts, and other goodies. Additional mentions went to Goodrich Koroseal, Ruvel & Co., Sponge Rubber Products, Brown & Bigelow, Landers-Frary-Clark, Mission Pak."

The effect of that heading of that particular section with our trademark without it being distinguished as such is to indicate that it is generic and applies to the products of Hamilton, Goodrich Koroseal, Ruvel & Co. and others mentioned. I am sure you will appreciate that "Thermos" is a registered trademark, the property of this company and that it may only be applied to products which this company manufactures and which are so branded. Its use in a generic sense, as here, or in connection with any other manufacturers' products is entirely contrary to our trademark rights. . . .

Irving K. Fearn

Vice-President, Sales
The American Thermos Products Co.
Norwich, Conn.

Classified Column for *Sales Management?*

EDITOR, SALES MANAGEMENT:

On p. 15 of the September 21 issue is a letter to the editor from Edward Lending, New York, N. Y. ("Altoona to McKeesport with diapers"). We don't sell diapers but we do sell steam specialties, alloy screws, and

(continued on page 17)

Magnetic Tape in Business

BY

PAUL JANSEN, Sales Manager

"WE WERE SO CONVINCED that magnetic tapes offered a new and effective method of communication that we bought our recorders first and then went about finding ways to use them!" This is the enthusiastic explanation offered by the Upjohn Pharmaceutical Company to tell how they've established closer ties between Kalamazoo, Michigan home office and foreign branches.



Upjohn's tape recordings for foreign branches are of two types. Most frequently used are tapes discussing new products. When a new product is introduced, a panel of scientific experts discuss on tape its uses, formula and advantages. Then, a similar recording is made by the sales and advertising staff, detailing promotion plans. Sometimes illustrative charts are used to visually emphasize important points.

THE SECOND TYPE *of tape used by Upjohn communicates company policies and instructions to subsidiaries. Usually these are recordings of almost extemporaneous sessions among department heads. In this way Upjohn employees are heard in countries where a personal visit might be impossible. Is the tape exchange program working well? Upjohn comments: "We are expanding facilities and equipment."*

NEW PLASTIC LEADER & TIMING TAPE! Ask for it. 50% stronger than paper leader . . . takes both ball point and pencil writing . . . has special anti-static coating . . . carries new, convenient timing markets. Ask your dealer for it.

The term "SCOTCH" *and the plaid design are registered trademarks for Magnetic Tape made in U.S.A. by MINNESOTA MINING AND MFG. CO., St. Paul 6, Minn. Export Sales Office: 99 Park Avenue, New York 16, N.Y.* © 3M Co. 1956.

FIRST in business and among weekly

BUSINESS AND INDUSTRIAL ADVERTISING PAGES IN NEWS AND MANAGEMENT MAGAZINES

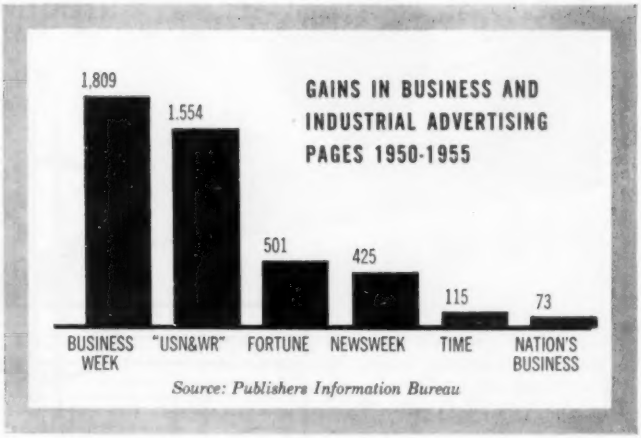
1950	1951	1952	1953	1954	1955	1st 6 mos. 1956
BUSINESS WEEK 3,520	BUSINESS WEEK 4,599	BUSINESS WEEK 5,210	BUSINESS WEEK 5,468	BUSINESS WEEK 5,163	BUSINESS WEEK 5,329	BUSINESS WEEK 2,831
TIME 1,650	TIME 2,079	NEWSWEEK 2,032	"USN&WR" 2,058	"USN&WR" 2,179	"USN&WR" 2,353	"USN&WR" 1,333
NEWSWEEK 1,486	NEWSWEEK 1,859	TIME 1,997	NEWSWEEK 1,931	NEWSWEEK 1,823	NEWSWEEK 1,910	NEWSWEEK 1,123
FORTUNE 919	"USN&WR" 1,296	"USN&WR" 1,796	TIME 1,878	TIME 1,790	TIME 1,765	TIME 1,063
"USN&WR" 798	FORTUNE 1,161	FORTUNE 1,363	FORTUNE 1,576	FORTUNE 1,475	FORTUNE 1,420	FORTUNE 908
NATION'S BUSINESS 329	NATION'S BUSINESS 305	NATION'S BUSINESS 360	NATION'S BUSINESS 403	NATION'S BUSINESS 412	NATION'S BUSINESS 401	NATION'S BUSINESS 252

Source: Publishers Information Bureau

America's Class News Magazine

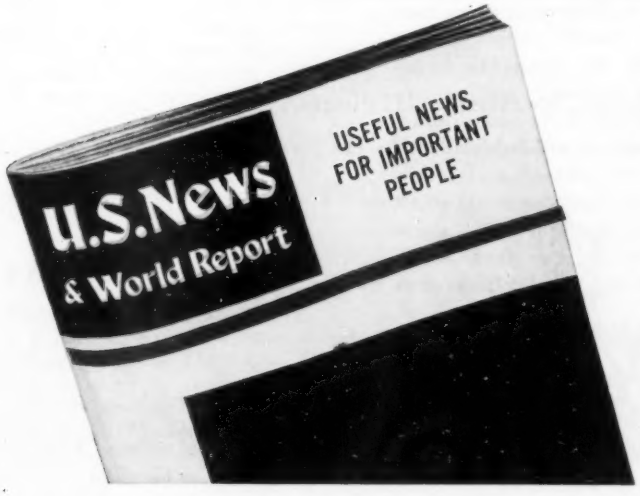
industrial advertising news magazines

BUSINESS and industrial advertisers have increased their use of the news and management magazines by 51% in the five-year period 1950 to 1955. Of this total gain of 4,476 pages, more than a third, or 1,554 pages, went to one of the six magazines in the field—"U.S.NEWS & WORLD REPORT."



REASON FOR GROWTH RECORD

Three out of four "U.S.NEWS & WORLD REPORT" subscribers hold managerial positions throughout American business, industry, government and the professions. They read "U.S.NEWS & WORLD REPORT" because it concentrates on the useful and essential news that directly affects their business plans and decisions, news they find nowhere else. In poll after poll of key management groups, "U.S.NEWS & WORLD REPORT" consistently receives the most votes as the magazine "*most useful in my work*," and "*the magazine in which I place the most confidence.*"



An essential magazine

Essential to more and more readers

Essential to more and more advertisers

Now more than 825,000

NET PAID CIRCULATION... *a market not duplicated by any other magazine in the field*

Advertising office, 45 Rockefeller Plaza, New York 20, N. Y. Other advertising offices in Boston, Philadelphia, Cleveland, Detroit, Chicago, St. Louis, San Francisco, Los Angeles and Washington.

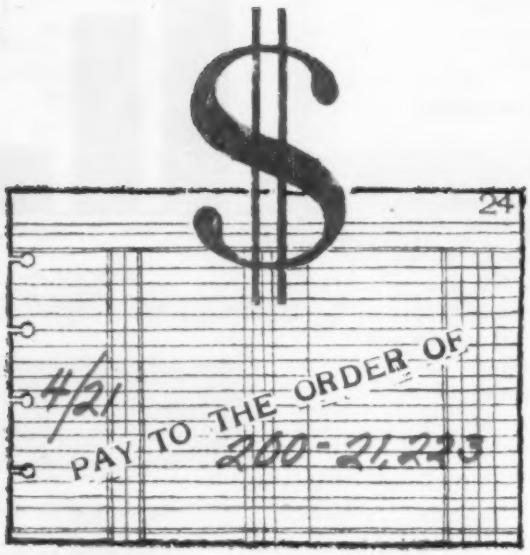
The

New Yorker

really

gets

around!



Among top U. S. bankers, for example. 221 directors
of the 29 largest banks in America are subscribers to The New Yorker.

THE
NEW YORKER

New York, Chicago, London, San Francisco, Los Angeles

many other things. It so happens that we are looking for a man to represent us on some mechanical lines in the Greater New York Area.

I would appreciate it very much if you would forward the enclosed application to Mr. Lending. I suggest that, if he is interested, he get in touch with us so that we can possibly get together on some mutually advantageous basis.

What he says about the problem of companies needing men getting together with men needing companies is certainly true. Advertising in the daily papers, particularly classified advertising, has not been productive of good men, in our experience. Possibly a classified column in your magazine would get some of us together.

R. C. Douglas

General Sales Manager
Strong, Carlisle & Hammond Co.
Cleveland 13, Ohio

"provocative sampling"

EDITOR, SALES MANAGEMENT:

Our compliments on your excellent article "Colored Appliances Liven Promotion, But White Still Gets the Vote" (Sept. 21, p. 50). Having had the opportunity of cooperating in a small way in helping your reporter to round up a few facts, I well understand the time-consuming research task he faced. Personally, we feel he has succeeded nobly in presenting a comprehensive and provocative sampling of views and opinions on a subject that is of great importance to every manufacturer. We're calling the article to the attention of various people at Henry Dreyfuss, Norris-Thermador and Rheem Manufacturing, and I feel certain they will find the report as interesting as we did.

David U. Snyder

Executive Research, Inc.
New York, N. Y.

S & H in Fitchburg

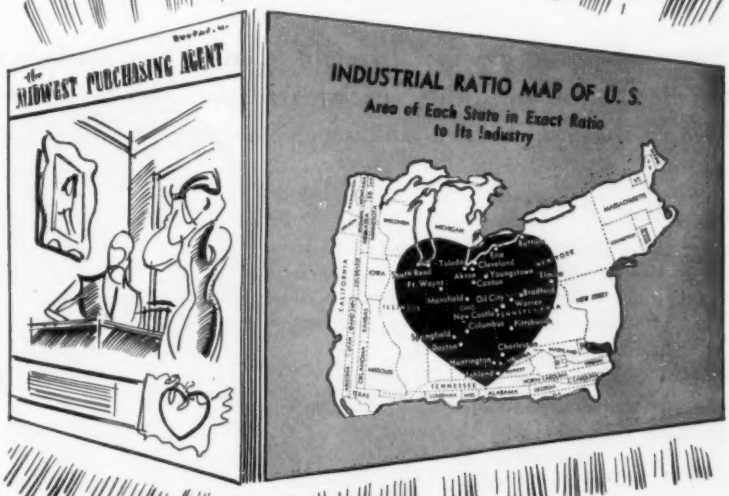
EDITOR, SALES MANAGEMENT:

I note with interest your article "How S&H Sells *Above* List" (Sept. 7, p. 41).

On p. 44, column 3 starting with line 8 and contained in that paragraph I note a discrepancy and I

(continued on page 21)

Prize Package for Sales Managers





Team-up with this powerful sales duo: "The Heart of Industrial America"—richest concentration of industrial buying power, and M.P.A., the buyers' own magazine, covering "The Heart" exclusively!

Guaranteed 100% "Buyer" Audience in Your No. 1 Industrial Market . . . The 100-Billion-Dollar Midwest!

For *sales facts*—ask the *Sales Manager!* He'll say you can't beat selling direct to *"buyers"* in your *best* market. That's exactly what you'll do in M.P.A. — you'll reach every industrial P. A. in the "Heart" of the World's Richest Industrial Area, valued at nearly 100 billions, and still growing fast. Coverage extends into all classifications of diversified industry. Here's where the *buying* is done, and here's where the *sales* are made—*ask the Sales Manager.* So, if you sell to industry, here's where your advertising belongs *in M.P.A.* Begin with the next issue. Ask for rates and circulation data today!

A few of the "national" advertisers who use over 50% of the space:

Alcoa	Chase Brass
U. S. Steel	Bridgeport
J. & L.	Scovill Brass
Ryerson	American Brass
Bethlehem	Nat'l Screw
McLouth	Torrington
Assoc. Spring	Standard Oil
Columbia	Cities Service
Wickwire-Spencer	American Box
Roebling's	Robt. Gair
Babcock & Wilcox	Ohio Injector
Tube Turns	Blaw-Knox



Write for Roster Issue (Containing P. A. list) on your letterhead

THE MIDWEST PURCHASING AGENT

6th Floor, Penton Bldg.
Cleveland 13, Ohio

AMERICAN AIRFREIGHT OFFERS THE BENEFITS THAT SALES MANAGERS WANT MOST

When sales managers use airfreight to create new markets or provide better service to present customers, they specify American Airlines Airfreight. American is their best assurance of fast, reliable service because of these important reasons:

COVERAGE

Only American offers the extra speed of direct one-carrier service to all ten leading retail markets . . . twenty-five of the top thirty . . . all twenty-three leading industrial areas in the United States.

CAPACITY

American has space for your shipments when and where it's needed most. A combined daily lift potential of over a half-million pounds gives American the greatest capacity of any airline.

FREQUENCY

Shipments get faster forwarding . . . spend less time in terminals with American's greater frequency of schedules. Over 1000 departures daily offer more service to more cities than any other carrier.

DEPENDABILITY

First with scheduled airfreight, American today has the largest, most experienced personnel force . . . most modern handling facilities. Is better able to solve shipping problems . . . provide dependable on-time deliveries.

AMERICAN AIRLINES AIRFREIGHT

—carries more cargo than any other airline in the world



Airfreight costs less than you think

A typical 100 lb. shipment from New York to Chicago costs only $7.50 . . . from Chicago to San Francisco only $18.80.





"Dammit, I know the merchandise is here! Where's the advertising?"

Is the advertising allotted to the markets with the greatest sales and potential?
Take another look at Salt Lake-Ogden-Provo, one of the *first forty* markets*

TRI-CITY *549,000 pop.** 137,800 TV homes (100% UNDUPLICATED)*
28-COUNTY MARKET *846,200 pop.** 209,000 TV homes 88% UNDUPLICATED)*

KUTV 2	**KTVT** 4	**KSL-TV** 5
CHANNEL	**CHANNEL**	**CHANNEL**
Avery-Knodel, Inc. **National Representatives**	**Katz Agency, Inc.** **National Representatives**	**CBS-TV Spot Sales** **National Representatives**
A.B.C.	N.B.C.	C.B.S.

* Sales Management—40th largest * Standard Rate & Data Service—35th largest * * Sales Management 1956

LETTERS

would point out that in this city of Fitchburg there are more stores distributing S&H stamps than in any other town of its size. At least it appears that way.

Also I note that the stamps appear to be dispersed in many competitive stores.

I question the figure of $1.20 that appears in line 28, column 3. Is this correct?

R. Morse

Vice-President, Sales
United Plastic Corp.
Fitchburg, Mass.

► Figure of $1.20 is not right. It should be $120.

A Pleasant Surprise?

EDITOR, SALES MANAGEMENT:

This is in reference to William Tobin's article "The Prospect Behind the Barricaded Door" (Aug. 3, p. 62).

Here is a device I have used successfully and recommend to those who can feature themselves handling the situation when they come face to face with their prey.

I mention my name but do not show a card or mention my business. I hasten to say, "Now, please don't tell him who I am. I want to surprise him."

I have often had Mr. Board Chairman actually come out of his office to see who it is.

Paul G. Weichelt

Highland Park, Ill.

Prices Incorrect

Our client, World Wide Art Studios, Covington, Tenn., appreciates the inclusion of one of its porcelain ash trays in the Gift Gallery (Sept. 10, 1956, p. 191) but calls attention to the fact that prices as quoted are incorrect under the new price sheets. For correct current prices, readers should write W. M. Snyder at the company.

Mrs. Betty Kirk

Merrill Kremer, Inc.
Memphis, Tenn.

Executive Gift Plan

TASTEFUL • DISTINCTIVE • GRACIOUS



Say it with Flowers-By-Wire

FLORISTS' TELEGRAPH DELIVERY — Send Flowers Worldwide — INTERFLORA

Plants and flowers leave a lasting impression ... a constant reminder of your thoughtfulness and good taste. Think of flowers *first* this Christmas and every time a business gift is in order. Distance is no barrier — F.T.D. service is world-wide.

It's so easy to Wire Flowers



EASY & FAST. Just call the florist who displays the MERCURY EMBLEM. He takes care of everything in minutes.



WORLD-WIDE SERVICE. 20,000 F.T.D. and INTERFLORA members serve you around the globe.



GUARANTEED DELIVERY. Delivery is fully assured. No worries about it "getting there."

Florists' Telegraph Delivery Association, Headquarters: Detroit, Michigan

Guaranteed by Good Housekeeping



When a city's ABC Retail Trading zone totals one million persons and they regard *one* newspaper as their prime source of news and information...

When almost everyone of shopping age regards this newspaper as a shopping guide...

Then you have an *ideal* situation: *bustling, buying Seattle and its accepted newspaper: The Seattle Times!*

Seattle has the third highest per capita buying power in the nation. Day after busy day this buying power is translated into actual purchases — purchases guided by . . .



The Seattle Times

SEATTLE'S ACCEPTED NEWSPAPER

REPRESENTED BY O'MARA & ORMSBEE, INC.

New York • Detroit • Chicago • Los Angeles • San Francisco

Member Metro Sunday Comics and Sunday Magazine Network

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

Iowa Brand Inventory

It can be used to follow the brand standings and sales trends and to measure acceptance of new products. The standings of about 171 different products are detailed, including food and household items, tobacco products, drugs and toiletries, home appliances, automotive products and farm equipment. Iowans are quick to buy new and easier products for homemaking. For example, among farm families, 47.7% own a home freezer, 35.5% have an electric kitchen range, 64.1% own an automatic water heater, and 19.0% use a clothes dryer. New products in the toiletry lines such as hair sprays are used by 35.7% of the people, and stick deodorants by 25.0%. New electric skillets are owned by 19.9%, and 18.9% use clock radios. Another sales trend is the wide acceptance of liquid detergents, with 62.7% now using this type for dishes. There are separate tabulations for the City-Town population and the Farm population, making the study a comprehensive guide to brand preferences in the Iowa farm market. For your copy, write to Louis M. Rich, General Advertising Manager, *Des Moines Register and Tribune,* Des Moines, Ia.

Tax Depreciation Methods

Little has been written about the effects of the new tax depreciation methods on the earnings of depreciable assets. This exploratory study, however, analyzes and measures the effect of the alternative tax depreciation methods on the after-tax return from a depreciable asset, and the conclusions merit management's attention: (1) Whatever the level of the after-tax return with straight-line tax depreciation, the substitution of either of the new methods (double-rate-declining-balance or sum-of-digits) effects a substantial improvement; (2) the increase in equity return rates from the use of either of the new methods is greater when part of the capital is borrowed than when it is entirely equity; (3) the double-declining-balance method with straight-line switch is more favorable than sum-of-digits for very short service lives, but is somewhat less favorable for others; (4) the gains in the after-tax rate of return on the investment in medium-lived assets are 10 to 15% higher when the new methods are used for tax purposes than when the traditional straight-line writeoff is used. Copies of "Effect of the New Tax Depreciation Methods on the Earnings of Depreciable Assets" are available as follows: single copies, $1; 10 to 25 copies, 50c each; 25 or more copies, 25c each. Write to Charles W. Stewart, President, Machinery and Allied Products Institute, 1200 Eighteenth St., N. W., Washington 6, D. C.

Sponsored Films

This new study presents facts and figures on film audiences and how to reach them: adults or children, urban or rural, men or women, nationally or regionally, etc. Four channels of distribution are described: 16mm audiences—the groups who meet in clubs, churches, industry, schools; television—the stations that use sponsored films for sustaining programs; theaters, where sponsored films can play as part of the featured program; roadshow—summertime shows in the rural Midwest. It discusses audience potentials in each, and cites typical measured results from a number of case histories. For your copy of "The Opportunity for Sponsored Films," write to George G. Lenehan, Vice-President, Modern Talking Picture Service, Inc., 45 Rockefeller Plaza, New York 20, N. Y.

Minneapolis Shopping Areas

Because of the current growth of residential areas in and around this city, a guide to principal shopping centers, super shopping districts, neighborhood shopping districts and the downtown business district is now available. It gives descriptions of each of 37 shopping centers and 11 of the major "neighborhood" shopping districts. There are complete store listings in addition to individual maps detailing their locations. The downtown business listing includes 124 retailers with a block map showing the exact location of each store. The overall Minneapolis area shopping picture is shown graphically in a center fold-out map. Included are general market data for Metropolitan Minneapolis (Hennepin County), Minnesota and



The Perfect Business Gift For Business People!

A TUFIDE Business Case is truly *the present with a future,* because it lasts so long, it is used so often, and it adds so much to a man's appearance. Please your customers and business associates with this practical, desirable gift . . . a TUFIDE Business Case is always . . .

A GIFT OF GOOD SALESMANSHIP

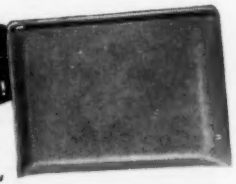


Unconditionally GUARANTEED 5 Years! More leading companies use TUFIDE than any other brand in the world; because only TUFIDE looks like leather, feels like leather, yet outwears leather 5 to 1.

NEW! FOR THE TRAVELER!

Tufide ATTACHE CASE

Slim, trim travel companion holds a file full of papers, samples, books, plus change of clothing. **$18.00 and up.**



NEW! FOR EVERY BUSINESSMAN!

Tufide "TOTER"

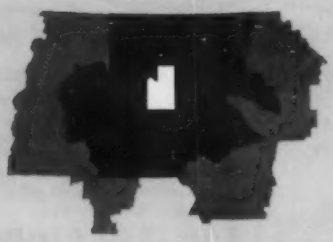
New underarm zipper carry-all for men on the go. Soft, flexible, easy-to-get-into, perfect for catalogs, books, photos, papers, file folders, etc. **$1.59 and $1.98.**

Stebco PRODUCTS
Since 1918
1401-17 West Jackson Boulevard
Dept. A-37, Chicago 7, Ill.

STEBCO PRODUCTS, Dept. A-37, 1401 Jackson Blvd., Chicago 7, Ill.
Send me your new free catalog of TUFIDE Business Cases and new TUFIDE gift items.

Name.....Title.....
Firm Name.....
Address.....
City.....Zone.....State.....

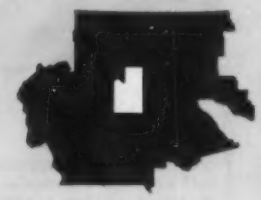
the Spokane Market is



Total Spokane Market

Effective Income:	$1,800,456,000
Retail Sales:	$1,313,678,000
Families: 336,300	(Population: 1,084,600)

The Spokesman-Review and Spokane Daily Chronicle reach 5 out of 10 families.



Retail Trading Zone*

Effective Income:	$1,108,219,000
Retail Sales:	$ 773,391,000
Families: 193,600	(Population: 628,100)

The Spokesman-Review and Spokane Daily Chronicle reach 8 out of 10 families.



Metropolitan Spokane

Effective Income:	$484,789,000
Retail Sales:	$336,760,000
Families: 85,000	(Population: 261,000)

The Spokesman-Review and Spokane Daily Chronicle reach 10 out of 10 families.

Totals are cumulative
Population, households, income, sales: Sales Management, 1956
Circulation: ABC Audit Report, March 31, 1956
*24 complete counties shown. Latest data, with exception of circulation, unavailable for parts of counties defined by ABC

If you're measuring markets by metropolitan areas, better go cautiously when you come to Spokane.



Measuring this big market in terms of metropolitan data is like fitting diapers on the Aga Khan. It just can't be done.



Why? Because the isolated Spokane region is one of the West's largest natural marketing areas --an integrated trade entity the size of New England . . . but in the very heart of the Pacific Northwest





Walled in on all sides by giant mountain ranges . . . and separated from surrounding markets by great distances . . . it conforms ideally to the logic of geography and distribution patterns.



More than a metropolitan area, this vast market is composed of hundreds of prosperous cities and towns and rich farm communities.



4 times as big as it looks



Population is over a million . . . income is close to two billion  (4% above the U. S. per capita average) . . . and sales are well over a billion (8% above the U. S. per capita average!) 

Measured by any market index you choose,  it's four times as big as it's metropolitan area. And you *sell it all,* when you sell Spokane!

For not only do Spokane's two big daily newspapers -- The Spokesman-Review and Spokane Daily Chronicle -- furnish complete coverage of metropolitan Spokane, they blanket the entire Spokane Market, too. 

Throughout one of the largest areas served by any daily newspaper in the country, these two  big newspapers enter one out of every two households!

THE SPOKESMAN-REVIEW
SPOKANE DAILY CHRONICLE

Cover the Inland Empire like the sunshine



To cover the vast Spokane Market, delivery trucks of The Spokesman-Review and Spokane Daily Chronicle travel a distance equal to three times around the world every week.



More than 2400 carrier-salesmen in hundreds of cities and towns throughout the Spokane Market provide 9 out of 10 subscribers with home delivery service.

Advertising Representatives: Cresmer & Woodward, Inc.
Sunday Spokesman-Review carries Metro Sunday Comics and This Week magazine.



they Buy More because they Have More!

● You can carve a big smile on your jack o'lantern, this Halloween, if you're selling in the big, rich Indianapolis market! It ranks 7th in retail sales per capita, and 10th in average annual income per family among cities of 600,000 and over. That's because average annual income per family, here, is a whopping $6,669 . . . 39.3% above the national average.* Whatever you're selling, you *need* Indianapolis!

And remember, these other important advantages:

▶ It's BIG . . . over 600,000 population.

▶ It's STEADY . . . unsurpassed for diversification and balance of industry and agriculture.

▶ It's EASILY REACHED . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Indianapolis Star and The Indianapolis News. *Write for complete market data.*

KELLY-SMITH COMPANY · NATIONAL REPRESENTATIVES

*Sales Management, Survey of Buying Power, May 10, 1956



THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS

the Upper Midwest. A copy may be obtained by writing to William A. Cordingley, National Advertising Manager, *Minneapolis Star and Tribune,* Minneapolis 15, Minn.

Building Marketing Programs

Competition has become so intense today that integrated and coordinated marketing activities are essential for any company that wants to escape the mortality tables. This is discussed in detail in a 24-page booklet by Professor Albert W. Frey, author of the recent book, "How Many Dollars for Advertising." Organization for programming is explained with step-by-step answers to such questions as Where are we now? How did we get here? What conditions are we heading into? How shall we proceed? There are check-lists of factors that marketing executives should consider in formulating and carrying out their plans. A copy may be obtained by writing to Dean Arthur R. Upgren, The Amos Tuck School of Business Administration, Hanover, N. H.

Grocery Product Distribution

Forty-five cities in New England—ranging in population from 8,000 to 2,000,000—have been surveyed to provide data in relation to the distribution of 560 national and regional brands of grocery store products. Checked were 1,218 grocery stores, representing a sample of 11% of the total outlets in the cities surveyed. For the complete reports for each of the cities, write to Anthony G. Glavin, Director, New England Newspapers Advertising Bureau, 516 Statler Building, Boston 16, Mass.

The Fox Cities

Appleton, Neenah and Menasha make up the largest City Zone market in Wisconsin, north of Milwaukee, and the 46th in the nation in family sales. Average family income is $6,020—fourth in Wisconsin in total income. Annual retail sales are over $118 million. There are 26,003 homes in this Metropolitan Community. More than 275 different industrial concerns in 25 different classifications operate in its cities, employing 26,000 full- and part-time workers with an average wage paid in excess of $113 million. Data cover more than 80 different classifications, including grocery and food items, drugs, cosmetics, beer, wine, liquors and soft drinks, cigarets, home appliances (including television), automobile ownership, travel and life insurance. For the complete report, write to Henry G. Starck, Promotion Manager, *Appleton Post-Crescent,* Appleton, Wis.



Are your salesmen one-up?

Arm your salesmen with SLICK delivery, and help them close the sale. When they promise SLICK airfreight delivery, they promise up-to-date inventories with one-day replacement, and fast doorstep delivery without cumbersome crating. And when you ship via SLICK . . . SLICK keeps those promises.

Salesmen who close the sale faster have more time for productive selling calls. Firms that deliver faster collect faster . . . have more room for expansion, more chance for reorders.

SLICK airfreight costs little, too . . . often less than surface hauling. SLICK minimum is only $1.00 . . . lowest in the industry. And SLICK service is complete . . . door-to-door, 27 domestic stations, and interline agreements covering the world.

GET "ONE UP" ON COMPETITION. GET SLICK! Call your local SLICK station for service or information NOW!

SLICK airways inc.

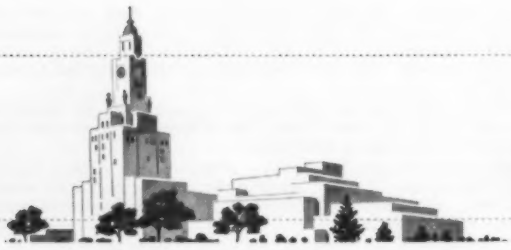
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Exclusive Advertising Representatives:

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SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

MARKETING AUDITS may be required by banks in the future as evidence of stability—along with the usual financial statement. Henry Bach Associates, Inc., New York advertising agency, believes this to be a definite possibility. It notes in its monthly house publication, "The Bach Letter," that the financial statement is losing its role as the one and only measuring rod.

There is more to the health of a company, Bach observes, than is revealed in a record of its earnings:

"In the last few years, our ability to produce has expanded much more rapidly than our apparent inclination to consume. This trend explains the increasing stress on marketing, a business function that concerns itself with creating and satisfying **desires,** rather than with the far more limited area of serving consumers' **needs."** Merely making products available to the public is not enough. In today's stiffening competition **"the health of a company must be judged by its ability to capture an increasing share of the potential market for its products."**

Says Bach: "As time goes on, bankers and businessmen in general will want 'marketing audits' of firms with which they deal. **Banks,** whose money will be borrowed, are less interested in past profits than in future prospects. **Customers,** who seek ever-stronger resources, need next year's leaders, not last year's. And **suppliers,** who must also plan their own course ahead, must be able to count on outlets that are growing, rather than declining."

A marketing audit is more difficult to prepare than a financial statement. Whether it is to be used as a credit-securing instrument—as Bach foresees—or whether it is to be employed as a scientific management tool, it should contain an accurate and objective look at industry trends, market movements, economic developments and company growth. Frequently, a firm is too close to its market to appraise all the factors in proper perspective. Perhaps this is another area where the outside consultant—if he's adequately equipped—can be of considerable value (much as a C. P. A. might be engaged to render the financial statement).

Bach makes an analogy that we like: "Marketing today," the agency states, "is like a complex game of chess, in which thousands of firms are playing on one big board simultaneously. However logical your moves may be, of and by themselves, they can be effective only if they take into consideration what the other players are doing."

A good and continuing marketing audit can accomplish two things: (1) It can reveal the marketing strategy of a company and (2) it can reveal the economics of the industry of which it is a part.

A financial statement can be misleading as a means of measuring a firm against its competitors, but a marketing audit exposes potential and shows how that potential can be achieved.

ASSUMPTIONS ARE UNSAFE in the realm of sales. Markets are too dynamic. They are subject to evolution—even revolution.

For instance, this year 178 "new cities" were included in **Sales Management's** "Survey of Buying Power" as a result of their having attained the $12 million sales level. Some of these towns—such as Park Forest, Ill.; River Edge, N. J.; Fairview Park, Ohio; Killeen, Tex.—achieved their new status with Univac-speed. Marketers who **assume** that today's markets are the same as those of 1950 are losing sales.

Some of us tend to think of towns like Pittsburgh, Akron or Detroit as one-industry towns and we

are likely to **assume** that their ability to buy is wholly dependent on the health of that prime industry.

Almost two-thirds of the workers in Akron **do not** work in rubber. Pittsburgh's retail sales held up remarkably well **despite** the recent steel strike.

Detroit, too, is different from what it used to be. As recently as 1953, manufacturing employment in that city was still greater than non-manufacturing employment. In 1955, however, non-manufacturing employment in the Detroit area led by 3%. For the first seven months of 1956, average manufacturing employment was 598,000, whereas non-manufacturing employment averaged 792,000.

As manufacturing picked up with 1957 model automobile production, the differential undoubtedly diminished. Yet, there is a clear trend. Detroit, like many other cities, is becoming diversified and it is **unsafe to assume** that today's Detroit, Pittsburgh, Akron or Alamagordo is the same as it used to be.

THE WANT AD COLUMNS of a New York suburban daily recently carried a "help wanted" ad for a **credit manager** and an **assistant credit manager.** This, in itself, is not newsworthy, but the fact that the advertiser was a **dime store** touches on the unusual.

J. J. Newberry, which was founded as a "five-and-ten-cents store," is starting credit accounts in 25 of its stores this fall. Hence, the need for persons to fill newly created credit administration posts. Earlier, W. T. Grant—another "five-and-dime" chain—installed a coupon credit plan in some of its branches. Other variety stores are adopting or considering end-of-month or revolving credit plans for customers.

Behind these moves: (1) Dimes stores are sensitive to the fact that department store "charge-it" systems continue to grow increasingly popular—pulling a fair amount of business from traditionally "cash-and-carry" variety stores. (2) Merchandisers look for dime stores to start carrying and promoting big-ticket items—appliances, more expensive clothing, furniture, power tools—and for these they will need credit plans. It appears that even dime stores—with their thousands of items—feel the need to diversify!

NO FAIR TRADE ON GASOLINE. Even taking state per-gallon taxes into consideration—and making allowance for varying distribution costs—the spread in gasoline prices across the nation indicates that prices are competitively set at a local level. A survey by Runzheimer and Co. reports that there is a spread of nearly 19 cents in the cost of one gallon of regular gasoline. This ranges from a high of 37.5 cents in Montana to 18.9 cents in Rhode Island. Eight other states have a gasoline tax equal to Montana's which, at 7 cents per gallon, is just 3 cents more than Rhode Island's.

BEHIND THE SALES TRENDS

Almost 300,000 brand names are in use today, it is estimated, and of these 25,000 are nationally advertised.

Advertising expenditures have soared 332% since 1940. Retail sales have doubled in that period; the number of businesses has increased 29%.

Frozen food items available to shoppers today total 900. An estimated 150 more will bid for acceptance before year-end.

Women buy tires, seat covers and auto accessories these days. Approximately 60% of such sales at R. H. Macy's (New York) and L. Bamberger's (Newark) are made to the ladies.

Trading stamps or premium credits given by retail establishments are saved by 4 out of 5 housewives and 24% admit to having switched patronage from one store to another to get them.

Drug store sales per customer average $1 to $1.25 in chain stores, but only 57 cents in independent stores. One reason: many chains have gone self-service.

Men's clothing manufacturers in 1954 sold 22% more than in 1946—but their profits were 76% less. Other manufacturing industries, as a whole, increased profits 64% during that period.

Ice cream consumption per capita now stands at 17.9 pounds annually. It was half that in 1939. Sales in the six winter months now account for 44% of total, compared to a 34% average between 1932 and 1949.

INTERNATIONAL INNKEEPER



Conrad Nicholson Hilton

Hilton's "Private Statesmanship" Shapes World-Wide Hotel Empire

Like other salesmen, Hilton & Houser have to answer tough questions from overseas "prospects." For instance, the influential government and financial folks who must be sold are sure to come up with these:

- Why should we be interested?
- Why the need for a new major hotel?
- Why a Hilton hotel?
- Will a new hotel increase tourism?
- Why pay Hilton a percentage of the profits?

BY LAWRENCE M. HUGHES

While governments of great powers struggle to persuade Egypt to make the Suez Canal flow freely, a partnership of Egyptian and American businesses is preparing to open a $9.2 million, 400-room hotel in Cairo on schedule next year.

Hilton Hotels International, Inc., New York, has signed with Misr Hotels Co., Cairo, to operate the Nile Hilton for 20 years. Behind Misr—and Hilton—stands the government of Premier Gamal Abdel Nasser.

John Wilson Houser, executive vice-president and vigorous developer of Hilton International, counts on "Cairo" working out as pleasantly and profitably for all concerned as have other hotels in this flourishing, far-flung group.

HHI is an eight-year-old subsidiary of Hilton Hotels Corp., Chicago, and pet project of 68-year-old Conrad Nicholson Hilton, president and guiding genius of the whole domain. Under him John Houser and associates have acquired skill in applying "private statesmanship"—and salesmanship—to solving complex problems with some very varied "interests."

By now the system not only is bearing fruit among overseas hotels



THEIR WORLD: Conrad Hilton (left) and John W. Houser, who directs Hilton International, can prove to varied groups of prospects that a major hotel can become as much of a magnet for trade in Cairo as in Chicago.

Hilton's World-Wide Hotel Empire (continued)

already Hilton-operated but is sowing seeds in other countries.

All good selling stems from service: Last year two world banking groups held a joint meeting at the Istanbul Hilton in Turkey. One delegate was Japan's Finance Minister, Hisato Ichimada. The Istanbul hotel manager, Swiss-born Rudy Basler, once worked for several years at Tokyo's Imperial Hotel Co. With Ichimada in mind, Basler coached his main chef in preparing such dishes as *suimono* (clear fish soup) and *sashami* (sliced raw swordfish). Ichimada was pleased. Back home, he urged Japanese business leaders to take a tip from Turkey.

Last February Conrad Hilton announced that Tokyo Electric Express Railway, Ltd., would have a $6 million Tokyo Hilton built by 1958.

Houser hopes to stop the presses on this piece to include last-minute signings for London, England, and Bagdad, Iraq.

On the wall of International hq. in New York's Waldorf-Astoria, a big world map is gay with a lot of little flags. As yet *red* flags fly only at San Juan, P. R., Madrid, Spain, and Istanbul, for hotels *now* being operated. But Mexico City will open next December 7. And several more—abuilding at Acapulco, Havana, Cairo, Montreal and West Berlin—are set to become red in 1957 and 1958, and Tokyo, London, Bagdad, Rome, and Bangkok, Thailand, are now under contract.

Of 24 major markets which earlier this year were merely "projected," some—specifically Beirut, Lebanon; Djakarta, Indonesia, and Colombo, Ceylon—have moved into the advanced-negotiation or *blue*-flag stage.

While John Houser may point to many a *white* flag as a "pipe dream," he still has strong reasons for believing that several soon will change color. (The whites spread from Amsterdam and Athens to Australia, and from Peru to Singapore.) In fact, so sure is he of the broad harvest in hotels, that recently he divided the globe into five parts, under regional v-p's and resident representatives, to be ready for them.

He may not be exaggerating too much when he says, "Now, *they* are trying to sell *us*!"

"They" may be government, semi-government or private groups or individuals of the respective countries, who form the companies to pay for and own the land, buildings, furnishings and equipment of the hotels. Hilton signs long-term leases, usually 20 years; provides knowledge for planning, designing, building, administering and operating, and contributes to operating capital. In return Hilton receives about one-third of the operating profit.

Thus far "government" owners are in San Juan, Istanbul (the Turkish Government Pension Fund), Montreal (where Hilton will run the new 1,200-room Queen Elizabeth for Canadian National Railways), Trinidad, B.W.I., and Berlin. The last, arranged by the Senat of West Berlin, had to be approved by the Federal German Government and the U. S. authorities.

Hotels "privately-owned" are in Madrid, in Mexico City and Acapulco (in both of which a major Hilton partner is Miguel Aleman, former president of Mexico), Rome, Tokyo, London and, with Queen Rambha Bharni of Thailand as a "private" stockholder, in Bangkok.

Owner of the now-building, $14 million, 630-room Habana Hilton is

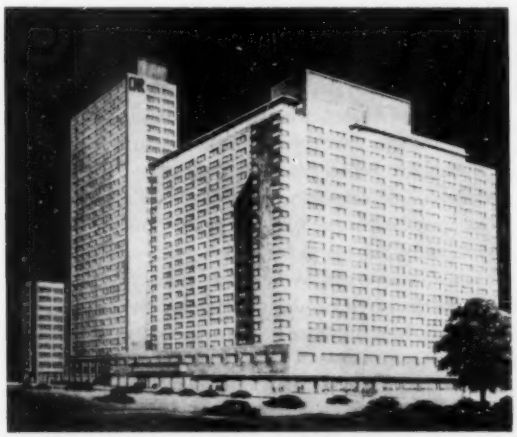
(continued on page 152)



INDONESIA'S PRIME MINISTER SUKARNO greets Hotelman Houser. With them are Dr. Sudjarwo, Indonesia's ambassador to the U.N., and his wife.



IN 1958 the Cavalieri Hilton in Rome will add a modern note to the Eternal City on the Seven Hills.



BIGGEST unit abroad will be 1,200-room Queen Elizabeth, Montreal, owned by Canadian National Railways.

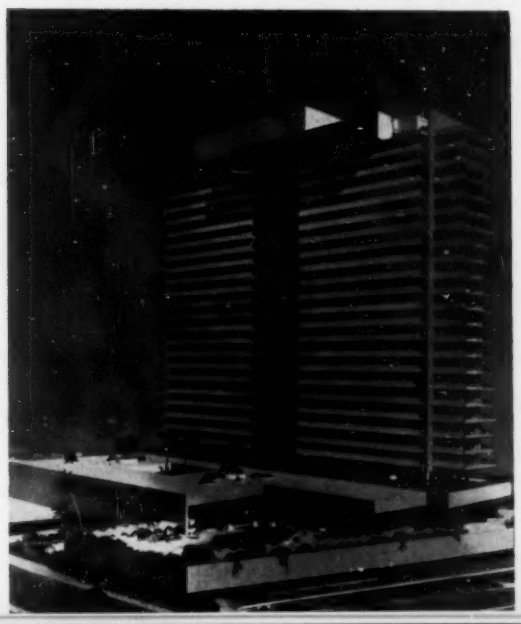
NEWEST of the "International" hotels is the Istanbul Hilton in the "City of the Blue Mosque."



IN ISTANBUL a native coffee girl serves Houser (left) and distinguished guests, the Vali (Mayor-Governor) of Istanbul, Dr. Gokay, and Turkey's President Celal Bayar.



IN 1957 Hilton will launch the multi-sundecked Habana Hilton, for Cuban Culinary Workers Retirement Fund.



Mother and Child Found Slain

HAMDEN, Conn., Sept. 28 (INS).—Mrs. Ellen Blanchard, 37, was found shot to death in the cellar of her home here today, and her five-year-old son's body was discovered in a bathtub. The dead woman was the wife of Harvey Blanchard. Hamden was the scene of the kidnaping of little Cynthia Kostole on Sept. 1. Her body was found on Sept. 6 in Lake Whitney, a city reservoir.

ILA-Rival Election Set for Oct. 17

An election between the International Longshoremen's Association (independent) and its rival CIO-AFL union, the International Brotherhood of Longshore-

BELMONT RACE RESULTS

Time to Stand But No Time to Write

GREENVILLE, S. C., Sept. 28 (AP).—A newspaper reporter, curious to find out why people spend hours in line to buy their 1957 automobile license plates, asked several why they didn't send a check to the state highway department instead. The reporter said many people told

Hurricane Plane Scouts P.R. Area

MIAMI, Fla., Sept. 28 (AP). — A hurricane hunter plane from San Juan, Puerto Rico, scouted a squally weather area today to determine whether it is growing into a tropical storm. The area, some 350 miles south of Puerto Rico and 1,400 miles southeast of Miami is moving



Collins



Gould



Gensler

Journal NEW YORK American
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE
IN TWO SECTIONS—SECTION ONE

New Posts for Key Executives

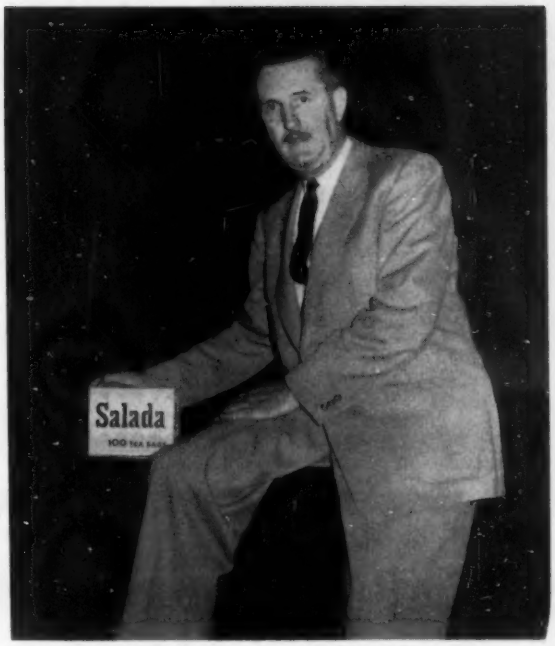
The New York *Journal-American* has promoted three of its top executives, as part of its moving-ahead program: Charles Gould, who has headed the *J-A's* Advertising Departments for the past three years, moves up to the new post of assistant publisher. He's been with the Hearst organization for 20 years, with the *J-A* for 10. During the war he spent four years on active sea duty, two of them as commanding officer of a division of destroyer escorts. His whole career has been spent in the advertising end of newspapers. While his newspaper is expanding (an increase of 331,000 lines of advertising during the first eight months of this year) the Goulds are doing some expansion of their own: In '55, an eight-pound son. In '56, another eight-pounder. No predictions for '57.

Sumner Collins has been promotion manager of the paper for 12 years. His new post: director of promotion, plans, public relations—a new position. During his *J-A* span he's seen the paper increase daily circulation by more than 100,000 copies. Under his aegis the paper has won many awards for national, local, classified promotion and market research. Collins, a Milwaukee product, came to N. Y. from the Milwaukee *Sentinel* where he was promotion manager. There he instituted and directed the paper's Sports and Vacation Show which has grown into the largest and most successful exposition of its kind in the country . . . His wife is the famous syndicated economics columnist, Sylvia Porter.

Monroe Gensler, who was made associate advertising manager last spring, moves up to advertising director. He began his career with the *J-A* in '28 as a classified salesman. After 25 years away from the paper, he returned, to work with the advertising manager. That his move was a wise one is borne out by his new title which has come to him only six months after he went home to the newspaper that gave him his start.

THEY'RE IN THE NEWS

BY HARRY WOODWARD



He Took Tea — Now See!

It was a dark year when Robert L. Larsen, fresh out of Wayne University, tackled the depression-ridden business world. And, of all things, he elected to sell tea for a living. Tea . . . in a country where people drank coffee in gallon lots and thought tea was something to drink iced in hot weather. But both tea and Larsen have come a long way since then. He, for instance, is the new general sales manager of The Salada Tea Co. Bob Larsen began selling tea in his native Detroit. Then he tea-ed off Toledo. A dozen years after he joined Salada he turned up again in Detroit, as district manager. Five years later he took over as manager of the New York State branch. Finally he's in Salada's American headquarters, Boston . . . Salada is now in its 65th year, founded in Toronto, not England as you might have supposed. The company is one of the nation's leading users of consistent, small-space advertising, was one of the first—if not the first—tea packer to sell tea in a package instead of from a barrel.



A Boy Places an Ad

In 1940 E. Archie Mishkin—the son of immigrants—became a certified public accountant at the age of 21. Recently Mishkin was elected president of Bayuk Cigars, Inc. The gap between the two was bridged by a want-ad he placed in *The New York Times*. For young Mishkin hated his accountancy work, felt it was dull and static. He wanted to sell. And when, in answer to his ad, a Cuban tobacco company offered him a job he jumped at it. Hardly had he settled into his office when he was drafted. He came back from the service to his job in '45, was sent to Havana. There he was the general executive for the company, purchasing and selling tobacco. "It was a tough sales course," he says, "but invaluable." In 1955 he became v-p of Bayuk Cigars and a few months later, executive v-p. He believes the prime function of an executive is to encourage the fullest capacities of each subordinate. "That makes a happy business family. And coupled with a good, broad company policy, it means a company must go ahead." A hi-fi "fanatic," he has a special room in his Merion, Pa., home for his sound reproduction equipment.



Should Marketers Be Guided By Politicians' Views on Farming?

The author contends: Politicians of both parties generally treat farming just as they treat others. They are, quite logically, in favor of higher wages, better working conditions, more profit. And members of the party out of power at the time tend to emphasize the pessimistic side of issues.

BY JOHN D. SAMTER,
Manager of Sales Research, Farm Journal, Inc.

To most national advertisers, a real understanding of the current condition of the farm market is a business essential.

In this year of politically oriented headlines and impassioned campaign oratory, it is the politician's viewpoint on the farm situation that is making the news and capturing the headlines.

The fact that the politician's view of the farm market is quite different from the view a national advertiser should take is a significant marketing fact of 1956.

Today's marketing executive must consider the farm market in his national advertising and marketing plans. To do this intelligently in today's environment he must be fully informed in two important areas:

1. He must be aware of the several basic differences between the politician's and the advertiser's viewpoint on the farm situation so that he can recognize political philosophies and separate them from marketing facts.

2. To make his own intelligent appraisal of the farm market, he must have a clear picture of its present status, current trends and commercial potential in terms of the particular products or services with which he is directly concerned. It is the aim of this article to supply some of the necessary information.

There are three major differences between the way a politician looks at the farm market and the way a national advertiser should consider it:

1. The original motivation each has for approaching the subject in the first place. Politicians of both parties generally treat this topic just as they treat others. They are, quite logically, in favor of higher wages, better working conditions, more profit. And members of the party out of power at the time tend to emphasize the pessimistic side for then they can offer plans or promises for a better tomorrow.

Advertisers, on the other hand, have no such motive. They must close their eyes and ears to all such politically inspired analyses and be well enough informed on the farm market to make their own impartial appraisal of the situation as it affects the marketing of their own company's products or services.

2. The wide divergence in sociological outlook between the politi-

cian and the advertiser. The politician, quite properly, thinks of and speaks of *all* the people—the marginal and unsuccessful as well as the successful farmers—for every American has a vote and deserves political and social consideration regardless of his economic status or his potential as a customer for the products and services of industry.

The advertiser, on the other hand, should be concerned only with potential customers for his product or service. And, in most instances, the best potential customers are the millions of farmers who represent the bulk of the farm market purchasing power.

3. The concept of farm income. When politicians discuss the farm income situation, they consider only income derived directly from the business of farming for they are concerned with farming as a business, not with the farm family as a consuming unit.

Advertisers, however, cannot overlook the important and ever-increasing factor of "off-farm" income of farm families. They are interested in total family purchasing power—and a dollar earned by a member of the farm family working in the nearby town will buy just as much as a dollar received from the sale of farm products.

Now, in an effort to clear the air of some of the confusion resulting from the tremendous publicity currently being given the politician's viewpoint on the farm situation, here is a factual analysis of the farm market in terms that are meaningful to national advertisers.

Data for Analysis

By analyzing data from the 1950 and 1954 agricultural censuses and other related information it is possible to study the farm market as a market for the products and services of industry and to spot trends which will indicate the basic directions in which this market is moving.

Despite the politicians' concern about the condition of the farm market as they view it, a statistical analysis of the 1950 and 1954 agricultural censuses makes two conclusions inescapable . . .

. . . While total farms are fewer in number, *good* farms are more numerous.

. . . The remaining farms are larger, more valuable, better equipped and more mechanized.

These conclusions are supported by these facts:

Though the total number of farms decreased by almost 600,000 between the 1950 and 1954 censuses, in 1954 there were 71,645 *more* farms in what the Census describes as the top three classes of commercial farms (farms reporting an annual value of farm products sold of $5,000 or more). These are the best farms—the top prospects for both agricultural and consumer products . . . and there were 5.9% more of them in 1954 than in 1950.

Considering all farms, in this same period the average value of land and buildings per farm rose $5,723—from $13,983 in 1950 to $19,706 in 1954—an increase of 41%. Certainly inflation accounts for some of this increase, but a market containing 4,782,393 farms with an average value of land and buildings of almost $20,000 per farm cannot be overlooked as a marketing opportunity just because it has become a political football. Interestingly enough, part of this rise is the result of increases in the price of farm land—a factor that emphasizes the farmer's confidence in his future.

Farms Are Bigger

Reflecting the fact that farming has become a bigger business, that smaller farmers are consolidating their holdings into larger, more profitable units, is the fact that the average size of a U. S. farm rose 13%—from 215.3 acres to 242.2 acres—between the 1950 and the 1954 agricultural censuses.

For the manufacturer of farm machinery and equipment the picture is similar. Farm mechanization gains between the '50 and '54 censuses are impressive. The total number of grain combines on farms increased 37%; the number of corn pickers increased 51%; pickup hay balers increased 129%; the number of farms with milking machines, 12%.

In view of the decline in total number of farms, if these figures are considered on the basis of number of units per 1,000 farms (a logical way for a manufacturer to view the situation since the total number of farms represents the market he must influence) the increase becomes even more impressive. On this basis we discover a 54% increase in grain combines per 1,000 farms, a 69% increase in corn pickers; a 161% increase in pickup hay balers; an increase of 26% in number of farms reporting milking machines per 1,000 farms.

In spite of the fact that ownership of automobiles has always been high among farm families, there were more than 52,000 *more* cars reported on farms in the 1954 than in the 1950 agricultural census. This is a 1.2% increase in total numbers; a 14% increase in number of cars per 1,000 farms.

Motor truck ownership rose even more. In 1954 there were almost half a million more trucks reported than in 1950—a 22% increase in numbers, a 38% increase in number of trucks per 1,000 farms.

Tractor ownership increased most of all. Between 1950 and 1954, more than one million additional tractors were reported on farms. This means 30% more tractors on farms and a whopping 46% increase in number of tractors per 1,000 farms.

Select Figures Carefully

The farm implement, car, truck and tractor manufacturers who wonder if farmers can and will buy their products during these times, and the replacement parts manufacturers who are checking the size of their potential market, must think in terms of these significant increases in number and density of farm implements, cars, trucks and tractors, not in the politician's terms which stress the decrease in total number of farms and the plight of the marginal farmer.

Only one typical household consumer goods item was reported on in both the 1950 and 1954 agricultural censuses—home freezers—and the figures on that item tell a powerful story to advertisers seeking the answer to whether farm families have the money and the desire to buy today's big-ticket household items.

In 1954 farmers reported owning over 1,500,000 home freezers—a gain of more than 891,000 since the 1950 census. This represents more than twice as many freezers in farm homes in 1954 than 1950—a 166% increase in freezers per 1,000 farms.

To the advertiser interested in reaching farm families with good purchasing power, therefore, the farm market is improving rather than deteriorating. It is becoming a more concentrated and richer market. Since there are fewer farms, they are easier to reach and influence effectively with advertising media and each farm reached represents a better potential customer.

Farm prices and profits aren't as high as farmers, or anyone else, would like. Neither are they as bad as many paint them. For a great many small farmers on uneconomic units, farm income is very low, but for national advertisers there are millions of prosperous farmers with growing farms to be nurtured and growing families to be cared for.

Political spokesmen continue to

make the headlines with their version of the farm income situation. Justified though these politicians may be from their viewpoint, advertisers will do well to take quite a different view of the situation. Here, then, are some figures on the farm income situation, assembled so as to be most useful to marketing men.

There are two important measuring sticks in this field, gross farm income and net farm income. Let's look at each in turn and see how 1955 figures compare with 1950 and 1954.

First, gross farm income. The politicians take the position that gross cash receipts from farming have dropped some half a billion dollars between 1954 and 1955. This is true enough in terms of pure numbers, but to a marketing man it is not the whole story.

1.6% More Realistic

Gross cash receipts from farming were $28,688,000,000 in 1950; $29,971,000,000 in 1954 and $29,493,000,000 in 1955. This means that, though there was a $478 million decrease between 1955 and 1954, the 1955 total is $805 million above the 1950 figure, and only 1.6% below the 1954 figure. "Half a billion dollars" is the headline technique—1.6% is a more realistic figure for marketers.

The above figures do not consider the part the politicians overlook, the "off-farm" income of farm families which has been rising steadily. In 1950 this item amounted to $5,300,000,000; in 1954 it had risen to $5,700,000,000 and in 1955 it reached an all-time high of $6,100,000,000. If the "off-farm" income is added to receipts from farming (as it should be when advertisers are considering total farm family buying power) the drop between 1955 and 1954 is cut drastically—becomes $78 million or 0.2%, and the 1955 total is more than $1½ billion larger than the 1950 total. Surely, even though these totals are influenced by inflation and production expenses are higher, these are not the sort of figures to cause widespread concern and scare headlines in any but an election year.

An interesting point in this respect is the fact that "off-farm" income goes mainly to the smaller farms, for the large farmers need all their time on the farm. Thus, while farm income of these small farms is low—and pulls down all farm income statistics—their non-farm income often makes them as good a customer for the products of industry as a farm that falls in the top class and gets all or most of its family income directly from farming.

And now, a quick analysis of the net income picture which concerns the politicians so seriously.

In 1955 farmers netted $11,680,000,000 after paying their production expenses out of their gross cash receipts from farming. This is strictly net income from farming. Now, in addition, there is the money earned off the farm. With all farm expenses paid out of production, where can that go but into net disposable income—the money that pays for advertised products of all sorts? So, adding in the "off-farm" income, farm disposable income becomes $17,780,000,000 for 1955, compared with $18,187,000,000 for 1954 and $19,016,000,000 for 1950. This represents a 2.2% drop between 1954 and 1955, and a 6.5% drop since 1950—decreases, yes, but not portents of doom. Also, *U. S. News & World Report* in a recent issue reports that net farm income for 1956 is estimated to rise some $300 million above its 1955 level.

One important point that applies to both gross and net income is the fact that the published and publicized figures are farm market *totals*, not *per farm* figures. Since the total number of farms is estimated to be some 100,000 smaller in 1955 than in 1954, the figures for both gross and net income *on a per farm basis* turn out to be every bit as good as or even a little better for 1955 than they were in 1954.

Farm operating expenses are worth looking at too, for they are a measure of what farmers are spending to run their businesses. According to Department of Agriculture figures, farm operating expenses in 1955 were higher than either 1950 or 1954. This would seem to show both ability and inclination on the part of farmers to spend money for the things advertisers are selling.

So we see that while agriculture is not booming—neither is it busting. Manufacturers whose products are purchased out of gross income (machinery, equipment, parts, seed, feed, fertilizer, etc.) had virtually as big a market in agriculture in 1955 as in 1954 and a bigger one than in 1950. Those who depend on net income (consumer products of all types) have a healthy $17 billion net—below the all-time high set in recent years, but a currently increasing figure that is a truly significant amount of total purchasing power.

What all of this adds up to is this: In this election year the farm situation has been and will continue to be magnified out of all proportion because the farmer holds the balance of political power in some key states. Don't be stampeded into underrating the farm market by the politically oriented statements that are stealing today's headlines. Be guided by your own interpretation of the facts, for in most cases such an interpretation will justify confidence in a vigorous and healthy farm market now and in the near future for the national advertiser interested in selling products or services to the whole American market. **The End**

"Statistically They Are Pretty Sad"

"The farm problem in this country, as we view it today, is a political problem, a social problem, a welfare problem. It is almost everything but a practical problem.

"We list in the Bureau of Census five million farmers in this country. Two million of them produce 88% of all the food and fiber marketed in the country. That constitutes a minority of the farmers. The other three million farms contain a population of about 13 million persons, and the politicians of both parties are going to have to aim at those 13 million persons who really are not farmers.

"On the average, they produce really less than a living on those farms. They are perimeter farms where the head of the family, or even more than one member of the family, makes a living in industry. But statistically they are pretty sad-looking things and we'll hear a lot about them."

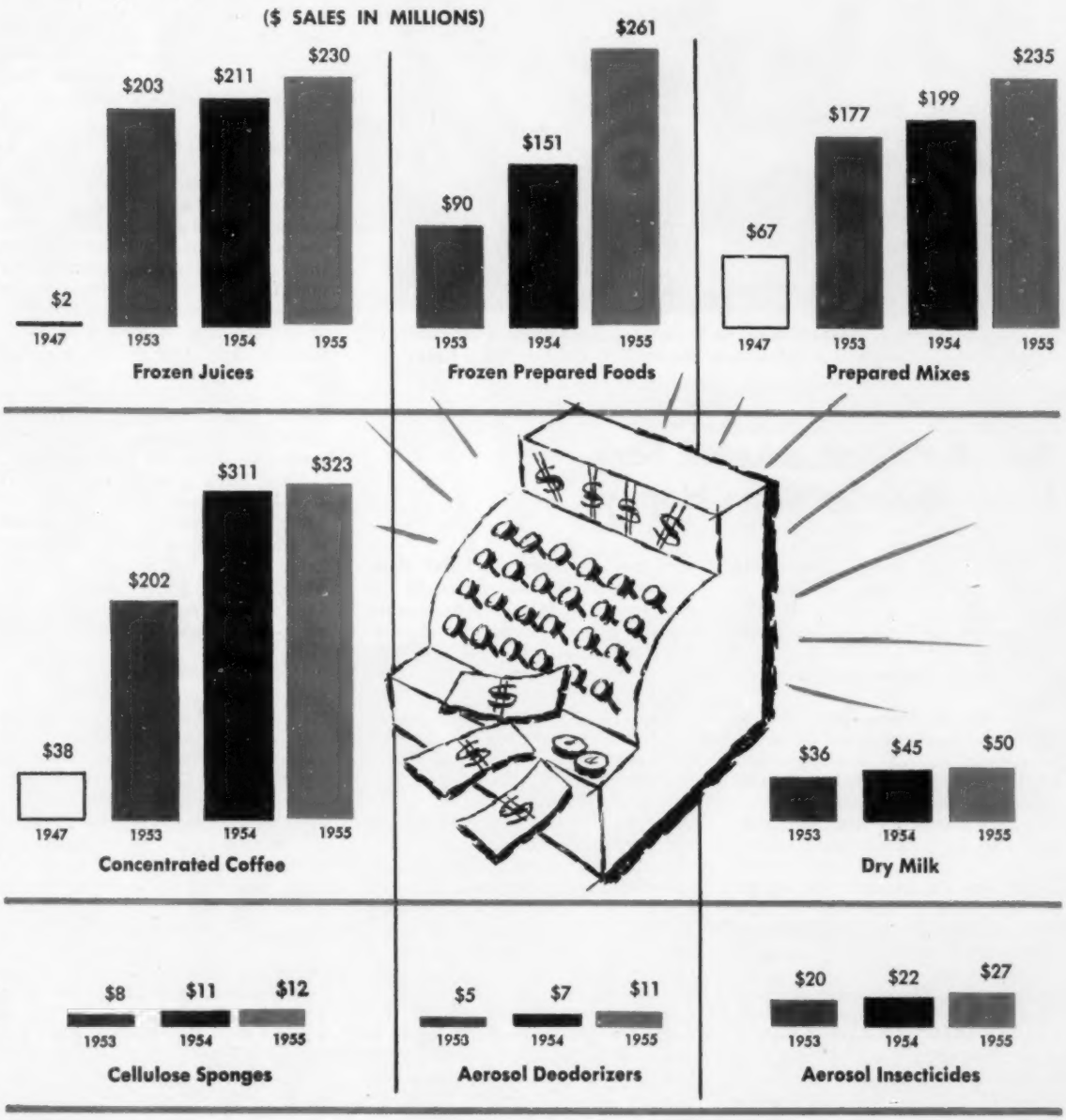
—From a talk to the N.I.A.A. by Alden H. Sypher, Editor, Nation's Business.

New Grocery Products Put Zip in Sales

Eight new product ideas have added nearly $1 billion to grocery store revenue. All of them, significantly, make the role of the housewife easier and more pleasant.

More important to grocers than the actual dollars brought in are the indirect effects, the excitement and interest engendered by the new developments and the powerful promotion accompanying them. Grocery stores made substantial gains in their sales of "fancy" foods and non-food items and this trading up and expansion is attributed in some degree to the pulling power of the new products. Housewives are spending more dollars at the grocers (about 5.5% more) than last year and their increased purchase of non-food items at these stores (about 7.5% more) has contributed to a healthy profit picture.

Food sales last year totaled $69.3 billion. Meat, fish and poultry led all categories with $16 billion; dairy products were next with almost $12 billion. These figures and the ones that follow are from the ninth annual *Food Topics* Report of Consumer Spending for Grocery Store Products.





Grocers griped . . . housewives huffed. Then these gals organized the Label Bank idea. Now it's fanning out over the country and everyone's happy.

Two Gals And a Label Bank Make Manufacturers Happy!

Housewives, seemingly, would rather save labels than anything. In Los Angeles, for example, over 425,000 women are peeling off labels and "banking" them. Object: To "win" everything from plated tableware to—money.

But the merchants who used to handle the bookkeeping and the housewives who wanted to redeem their labels had been muttering in their beards—or veils, as the case may be—about the trouble the whole idea was. And two imaginative young women decided a good, workable "Label Bank" was the answer. They've got the bank running on greased rails now (a new Label Bank has just opened in Northern New Jersey, heralding the spread across the nation from Los Angeles and San Francisco). Soon most of the country's clipping, peeling, saving women will be able to redeem their labels with a minimum of fuss.

The two gals who are largely responsible for this organization are Betty Moore and Terrea Lee and they frankly admit the Label Bank idea wasn't originally theirs. In '53 they sank $10,000 into what seemed to most people a dying organization. Label Bank, at that point, had only five products listed on its roster. Within three months three of those dropped out! The situation would have given pause to any but the most determined women. Betty and Terrea had determination. "Gall," they say, "is a better word."

By June of this year they had 50 member brands with a total of more than 1,000 products in Los Angeles alone. Many are national brands—Dromedary Cake mixes, Folger's Coffee, Kaiser Aluminum Foil. A San Francisco branch was opened about this time. It now has 29 member brands with 500 products.

Here's how the Label Bank idea works to take the detail work of premium offers to consumers off the grocer's shoulders: First, a manufacturer is signed for the plan. His brand name or product is then listed in a special premium catalog supplied to grocery store consumers. Items are identified with a point valuation for the box top, label, can unwinding strip, wrapper or some other evidence of purchase. What to save and how are clearly set forth in the catalog, lessening housewifely confusion.

The idea works just like a bank. The ladies deposit their labels. They are asked to make up a label deposit slip, listing product, number of labels, point value, total points. The Label Bank receiving a deposit opens an account for the member, keeps track of deposits and point values. Customers are sent Label Bank premium points in certificate form and order blanks. The certificates are used to earn the premiums. Churches, clubs and charitable organizations have taken to pooling their deposits. They can get cash instead of premiums.

Get 'em in the fold

To get the ball rolling faster and faster, the catalog tells consumers how to spot and shop for the food items that earn points. Objective: To get such an enrollment of noncompeting manufacturers of grocery products that a customer will want to do all of her shopping in label bank products. In Los Angeles this goal has almost been achieved.

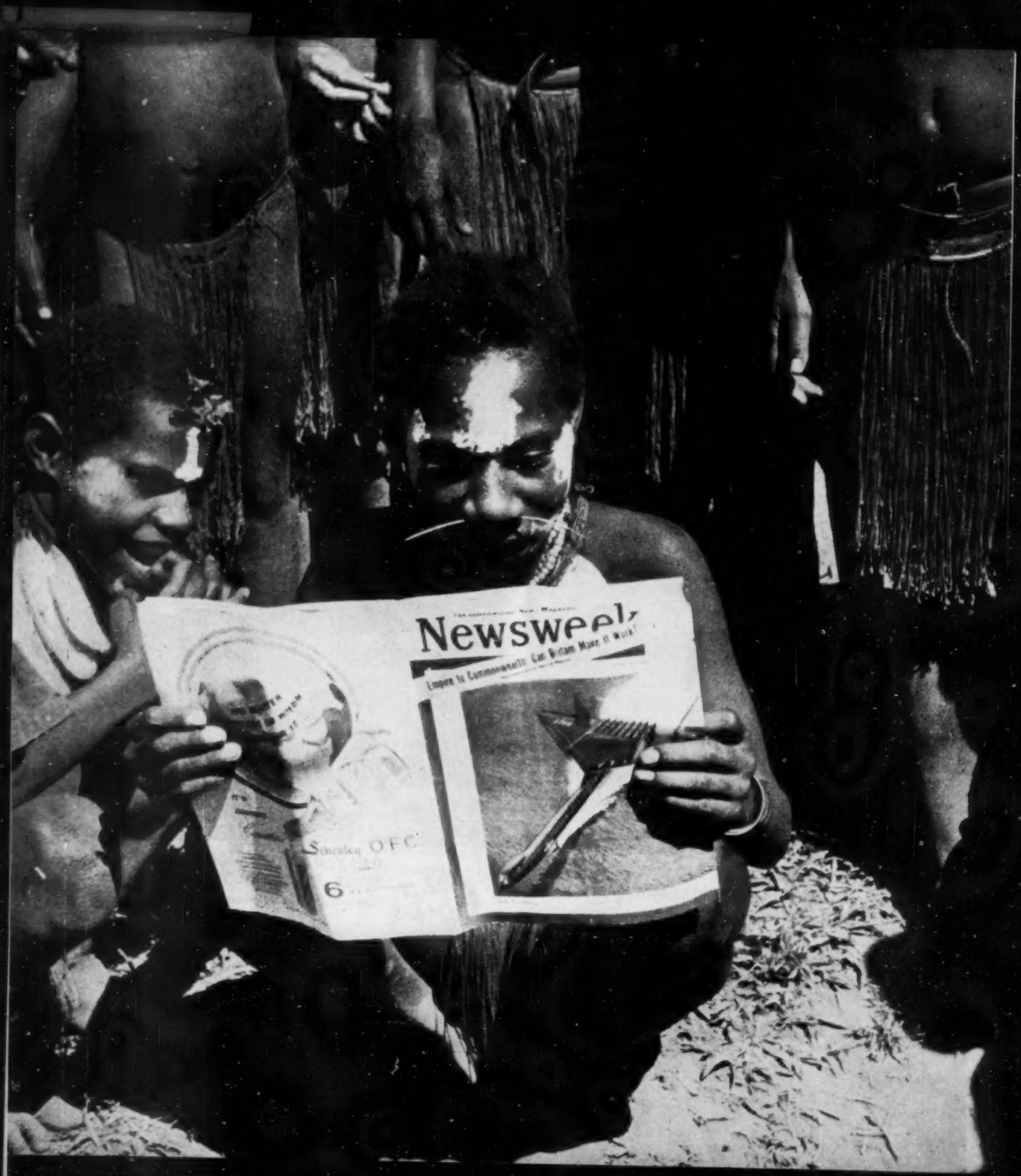
And in Los Angeles there are some 5,600 clubs that make up nearly half the total membership. Get women pooling labels and the job is half done.

Label Bank is aiming at a goal of 10,000 clubs and a membership of 1,000,000. Branches are being opened in Chicago, New York, other key cities. By the end of next year the Misses Lee and Moore expect to have 11 branch Label Banks in big market areas. The catalog is up to 36 pages, pictures 500 premiums.

There are obvious advantages for Label Bank manufacturer-clients. In the face of the enormous competitive war between the many stamp plans and other premium deals, most of which drive the grocer mad with bookwork, the plan offers a beautiful out. The detail work and expense are taken off his hands and his business improves when women are seemingly given something for nothing. All the grocer pays is a service charge. Label Bank buys its premiums wholesale, marks them up and makes its profit on the premium traffic.

And everybody's happy: the grocers, the manufacturers, the housewives. And the Misses Lee and Moore, who may end up very rich girls. Label Bank, Inc., is a 727 N. La Brea Ave., Hollywood, 38, Calif.

The End



NEWSWEEK is now read by 2,486,541 people

in 86 lands.... MOSTLY CHIEFS



and speaking of CHIEFS...





IT WOULD TAKE 3½ MONTHS FOR ALL THE COMPANY PRESIDENTS who read Newsweek to tee off in foursomes 5 minutes apart.





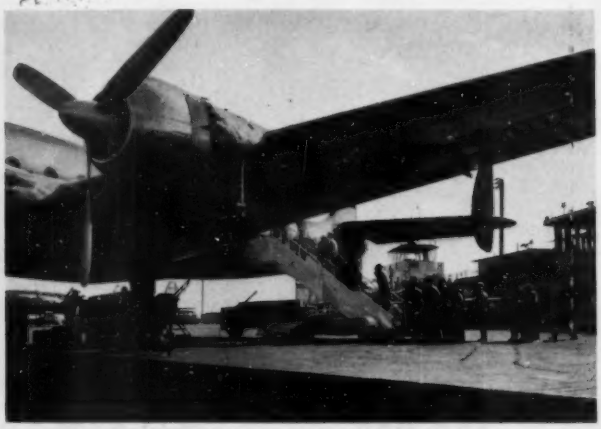


5 EMPIRE STATE BUILDINGS COULDN'T HOLD ALL THE CORPORATE OFFICERS who read Newsweek.



ONLY ONE U. S. CORPORATION HAS MORE STOCKHOLDERS than the number of Newsweek families owning corporate securities.







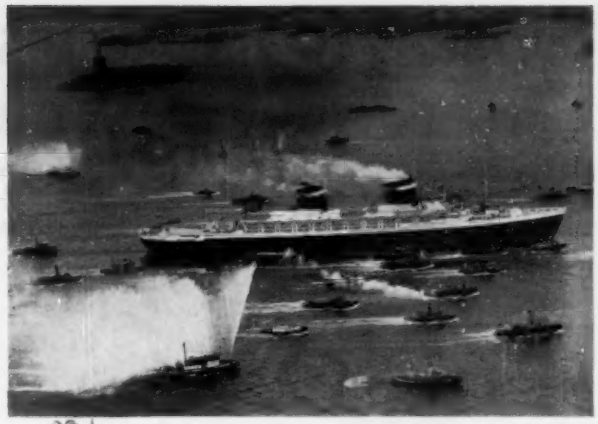
IT WOULD TAKE ALL OF GRAND CENTRAL'S RED CAPS 2½ YEARS to handle the luggage of Newsweek readers who travel in one year.



ALL THE SCHEDULED AIRLINERS IN THE U.S. couldn't seat one-fifth of the top executives who read Newsweek.



ALL THE MONEY THE U. S. PRINTS IN ONE YEAR—$12,221,822,686—doesn't equal the purchasing power of Newsweek's million-plus families.



IT WOULD TAKE THE S.S. UNITED STATES 918 TRIPS to carry all the Newsweek families with incomes of $7,500 or more.



753 UNITED NATIONS BUILDINGS couldn't hold all the people around the world who read Newsweek each week.



THE WORLD'S LARGEST OFFICE BUILDING ISN'T BIG ENOUGH to hold one-third of Newsweek's 77,000 family heads in key federal, state, and other government posts.



4,400 SWITCHBOARDS COULDN'T HANDLE all the calls to all the 477,000 Newsweek readers whose main job responsibility is Administration and Production.



Serving America's Most Significant Million

"Daddy, Read Me a Story." Erie Foundry Hopes It's Theirs

Most of its potential customers find the workings of a forge unintelligible. So Erie Foundry Co. mails them a children's book with explanations in first grade style. The hand-on audience: kids — who will ask to have it read to them.

Children's prose is the beginning of a handsome, color booklet titled "Forgeland U.S.A." by which the Erie Foundry Co. has made a complete flip-flop in its advertising copy.

No longer is this Pennsylvania firm's advertising copy a technical treatise on the construction and functions of heavy forging hammers. Erie is giving a heavy subject the light treatment.

Erie is appealing to men in the industry — potential customers for products selling from $12,000 to $500,000—through their children.

The human interest, good-will approach got its start when Erie prepared to introduce and field-test several new types of forging machines this year. The company wanted to create a favorable climate for these new products.

Create Friendliness

In effect, Erie gave this assignment to Lando Advertising Agency, Pittsburgh, and Erie:

"Devise a campaign that will create maximum friendliness in the industry toward Erie Foundry Co."

Probably the most important problem was this: Capital equipment such as forging hammers isn't easy to sell through advertising. Management officials, including financial and production managers, huddle a long time before making their choice.

But, the agency reckoned, most buyers of forging equipment have one thing in common—family and children.

So it was decided to appeal to men in the industry by exploiting children's normal curiosity about big machinery.

A children's book about forging, in color, would help Daddy explain his highly technical work when a child asked:

"What do you do at work all day, anyway, Dad?"

That's how the story of Jack and Sandy's tour through "Forgeland U.S.A." came into being. The 24-page booklet takes them through a forging plant. Mr. Simms, the plant manager, traces the history and workings of the industry, from the crude anvil of the caveman to the world's largest hammer, a 50,000-pound piece of equipment, produced by Erie.

The booklet is offered free to the trade. A series of full-page, two-color advertisements offering the booklet to men in the industry has been placed in all metal-working and steel engineering journals. The booklets also were offered in a direct mail campaign over the signature of James A. Currie, Erie Foundry president.

Initial press run of 25,000 copies has been a sellout. A big dent already has been made in the second press run of 40,000.

In narrative style Jack and Sandy are told the difference between casting, stamping and forging. Functions of the working parts of a forging hammer—the frame, ram, anvil—are described. The booklet explains the difference between the various types of hammers—single frame, double frame, steam drop, board drop and compressed air or steam gravity hammers. It tells about forging presses and trimming presses.

Language Is Simple

Here's a typical excerpt. The plant manager is talking:

"This is what we call our Erie DOUBLE FRAME Hammer. This down here is called the ANVIL. What do you suppose that would be for, Jack?"

"That's the thing you put the piece of metal on before you pound it."

"Right. It serves as a good, solid base—very solid . . . and you can't even see it *all* because most of it is under the floor. And it *has* to be plenty solid because that hammer head comes down with an awful WHOP!

"Now, these pieces here on the sides are the FRAMES. They hold up the rest of the hammer—they also have to be plenty strong—and they must be rigid, too, to guide the ram."

"And the RAM is like the hammerhead," said Jack knowingly. "It's the part of the hammer that does the work!"

"All right now, youngsters—let's get ourselves dressed and go have a look at our big fellow."

This is the type of narrative used throughout the booklet. Result: the most successful campaign in the company's 60-year history.

Here are some comments from top industry officials.

From the president of a leading company in the forging industry:

"I have tried it out on my grandchildren and it works very well. I am enclosing herewith a request for 10 copies, which I trust isn't being too grasping."

Kids Like Them

Another industry official:

"The books have been reaction-tested on three of my youngsters as a bedtime story. Johnny, 7, Dave, 5, and Mary Kay, 3, actually treasure their copies, and if the reaction in other families is similar to our own, the mission is accomplished. My kids have a new respect for their dad and are proud to know a little about my work."

From a company representative:

"When it comes to getting one's name before the public, creating a favorable reaction, and guaranteeing that the advertising copy will be read, this idea borders on the stroke-of-genius side."

From the administrative assistant to the president of one of America's foremost manufacturers:

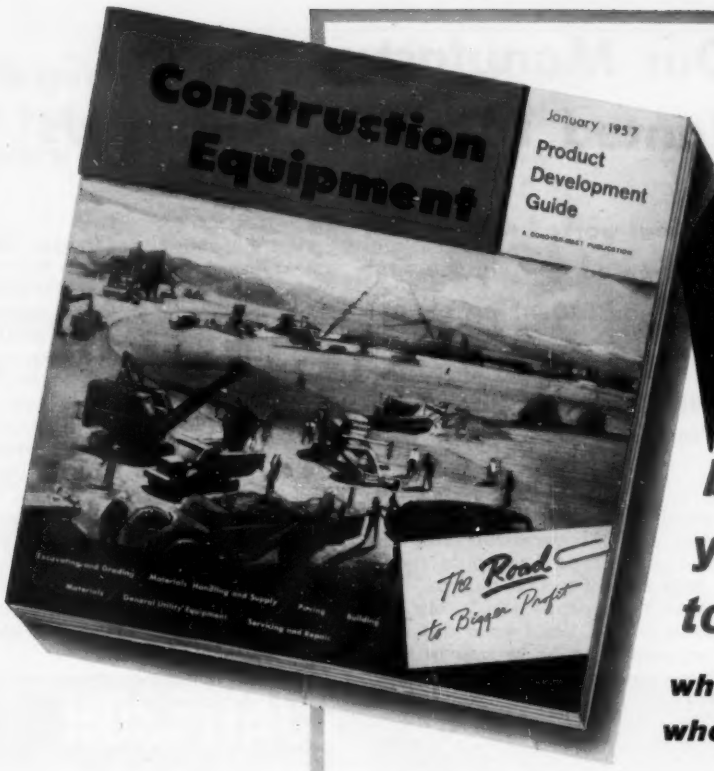
"I think we grownups are getting more of a kick out of this booklet than possibly the children will. We want to congratulate you for the way this is gotten up."

Another customer wrote:

"After reading your wonderful booklet, even my banker now understands forging."

And a division of a leading automobile manufacturer is distributing the booklets in conjunction with a plant tour for children.

With this advertising and public relations effort Erie Foundry Co. has forged a new way of reaching its customers. **The End**



4th annual
Product Development Guide

brings your prospects to you

where you want them
when you want them

1. Designed to position your advertising strategically

- New equipment and materials listings grouped into seven key sections:

  Excavating and Grading
  Building
  Materials
  Servicing and Repair
  Materials Handling and Supply
  General Utility Equipment
  Paving

- Each advertisement located in proper product section, a help to both readers and advertisers.
- Special index lists advertisements by products, such as *power shovels* and *form clamps.*
- Year 'round use of the PRODUCT DEVELOPMENT GUIDE proved by 18,000 inquiries received from the 1956 edition . . . and more still coming in.

2. Timed for Chicago Road Show in January

These special road building features in this year's PRODUCT DEVELOPMENT GUIDE double its advertising impact:

- Each of seven sections (see opposite column) leads off with special applications of products to road building.
- Exclusive article on equipment trends based on material from H. A. Radzikowski, Chief of Maintenance Branch of U. S. Bureau of Public Roads.
- New product items and all advertisements keyed to booth numbers at the Chicago Road Show.
- Extra 2,000 copies of the PRODUCT DEVELOPMENT GUIDE will be distributed at the Chicago Road Show and the AED Convention.

Circulation of this issue—over 60,000
ISSUE DATE—JANUARY, 1957 CLOSING DATE—DECEMBER 10, 1956

In construction . . . more buyers read

Construction Equipment

ABP / BPA

Published by Conover-Mast • 205 East 42nd Street, New York 17, N. Y.

9 Things Our Manufacturers' Reps Said They Wanted To Know About Us

When this sales chief, who had never worked with agents, supplied the answers, his sales increased 40% in the first year. Can his findings help solve your agent problems?

BY JOHN F. BERGMANN • ***Sales Manager***
Punch Division, Pivot Punch & Die Corp.

In the past year sales of the Punch Division of Pivot Punch & Die have increased 40%—that's an increase of $130,000. This is a relatively small division of our company so that this increase to us is significant beyond the dollars, probably modest to many sales chiefs.

The sales increase came through manufacturers' representatives. In fact, all sales for this division are secured by agents. What has caused our agents suddenly to become enthusiastic and successful salesmen for the Pivot line?

First, let me explain that I left a company with a factory sales force to become sales head of Pivot's Punch Division about a year ago. I was completely unfamiliar with selling through agents.

I knew that a sales manager who sells his product through manufacturers' agents is dealing with the most independent group of salesmen that it is possible to enlist; that he must constantly be aware of the fact that these men are in business for themselves and must sell the line which produce the most profits; that they will only favor the products which they find easily salable. Yes, I knew that these requirements must be satisfied by a sales manager to sell his products successfully through this type of distributor.

However, this basic fact was not enough for me to use as a guide in directing the agents' efforts. I had to find out a great deal more than this in a very short time to take immediate steps toward increasing sales. I had to find out how they felt about our particular product and what they wanted to make it easily salable for them!

Here is the approach I used to obtain this information from our representatives: Shortly after I assumed my present position, all of our 42 representatives were sent a questionnaire requesting their opinion of our product, our market, our service, our prices, our competition. It asked them to set down their complaints and recommendations. A question was asked concerning major objections customers had about the use of our product and what they would recommend us to do to overcome these obstacles.

Thirty-nine questionnaires were returned. Yes, 92% of our representatives spelled out for me the requirements they needed to make our product more salable for them. When the responses were completely correlated, the solution appeared in black and white to the improvements *they wanted* in our products and services to make the line a better selling one for them. Specifically here is what their responses indicated:

1. Our representatives were not familiar with competitor's products.
2. They required improved delivery schedules to meet competition.
3. They had never been informed of their sales record in comparison to competition, and potential was never spelled out to them.
4. They were making calls on many types of manufacturers who offered very little volume for our product.
5. They lacked information about a comparison of our standards with the standards of competition. (Our product is perforating punches sold to the metal stamping trade. They are interchangeable with some competitive punches and range in price from 95 cents to $5.)

"A little about myself . . .

"I entered the sales profession as an agent with the Prudential Insurance Co. in 1951. In 1952 I joined Pivot Punch & Die Corporation's direct sales force selling special tooling.

"I majored in engineering at the University of Buffalo and I have supplemented this education during the past three years with evening courses in advertising, merchandising and marketing.

"I am 32, married and have five children."

. . . and my company"

"Pivot Punch & Die Corp. was founded in 1945 in North Tonawanda, N. Y. Our primary products include tools, dies, jigs, gages and fixtures sold to the metal working industry in Northeastern United States. During the past 11 years we have experienced a steady growth in sales, which will approach $2,500,000 this year.

"In 1947 the Punch Division was established to manufacture a line of standard punches for national distribution."



JOHN F. BERGMANN

Hospitals serve 20,000,000 patients a year . . . require purchases of more than $5,000,000 a day.



● Translated into supplies, equipment, record keeping, and services, sales to hospitals can bring greatly increased profits to you.

● HOSPITALS is 1st in average total paid circulation . . . 1st in domestic U. S. subscriptions . . . reaches the greatest single concentration of people who buy for hospitals.

● HOSPITALS is the only twice-a-month publication in the field—issued on the 1st and 16th.

Consult these men for useful data about HOSPITALS and the hospital market

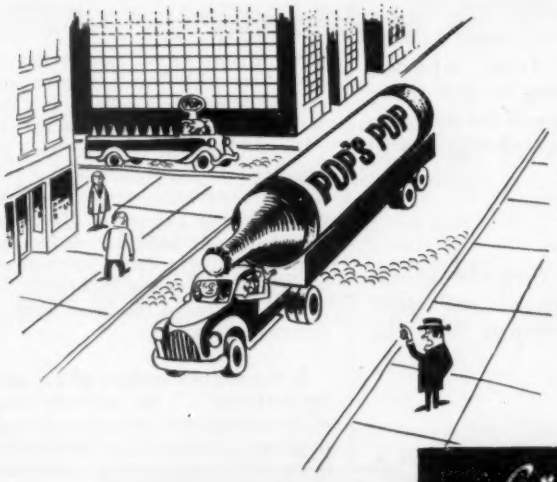
In New York — George B. Janco
369 Lexington Avenue, LExington 2-9940
In Cleveland — Eugene C. Leipman
1220 Huron Road, SUperior 1-1473
In Chicago — William W. Howe
18 East Division Street, WHitehall 4-4350
In Pasadena — Ren Averill
234 E. Colorado Street, RYan 1-9291

HOSPITALS JOURNAL OF THE AMERICAN HOSPITAL ASSOCIATION

18 East Division Street — Chicago 10, Illinois

Bremen I. Johnson, Business Manager

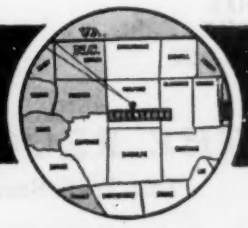
"This is the size we use in the Growing Greensboro Market!"



Bottlers of soft drinks have it soft indeed in the Growing Greensboro market . . . and so do advertisers who put zip in their marketing via the Greensboro News and Record.
The big-action market of the South's big-action state, our 12-county ABC Retail Trading Area accounts for 1/5 of North Carolina's $3 billion in annual retail sales. Un-cap it for your product with a sparkling schedule in the medium that reaches over 400,000 readers daily with its more than 100,000 circulation.

Only medium with dominant coverage in the Growing Greensboro ABC Market and with selling influence in over half of North Carolina!

Greensboro News and Record



GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.

Sales Management Figures



education is a major TROY industry

Education BIG BUSINESS for Troy

TROY'S visiting students at Rensselaer Polytechnic Institute, Hudson Valley Technical Institute, Russell Sage College and Emma Willard School bring $10,400,000 in cash to the city annually.

VAST EXPANSIONS

R.P.I. has announced a vast expansion to boost its present student body from 3,000 to 5,200 and increase building facilities fifty per cent by 1970; H.V. T. I. hopes to boost its enrollment of 570 to 2,000 by 1980 and build at $2,000,000 campus. The four schools have spent $4,300,000 for modernization in the past three years.

INDUSTRY follows EDUCATION

Industry today will locate only where technical know-how is available. Troy's expanding educational institutions are its best selling point. The Troy City Zone now has more than 220 diversified, expanding industries and its schools will attract more.

More BUYING POWER, More SALES

This provides increased BUYING POWER that you cannot afford to overlook in your SALES CAMPAIGN. These newspapers cover this market 99%.

FREE EDUCATION FOLDER

Write for a free copy of "EDUCATION A MAJOR TROY INDUSTRY."

THE RECORD NEWSPAPERS

The Troy Record The Times Record

TROY, NEW YORK

6. They needed support regarding the claims we make about our product (patented features of some of our products assure users of Pivot punches much greater performance).

7. They were not using some of our promotional literature to the best advantage.

8. We were not servicing our customers properly when we missed a scheduled delivery. We did not communicate this fact to their accounts.

9. They did not know that we are advertising in *Steel, Tooling and Production, Tooling and Gaging, Midwest Metal Worker,* and the *Machine Tool Blue Book Directory.*

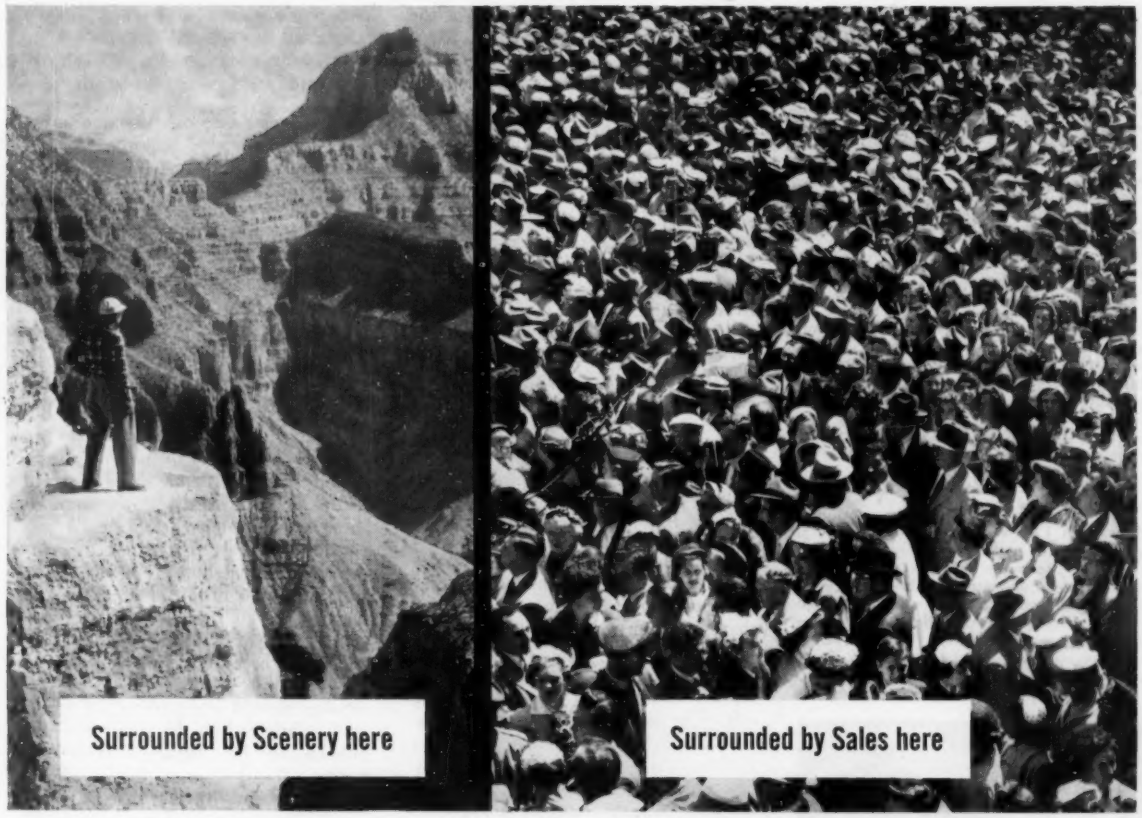
When the synopsis of their responses was completed, a copy was sent to all representatives and they were advised to anticipate the help that they had requested.

Here are a few examples of what we have furnished to our representatives:

1. A complete survey of our competition — our product paralleled with competitor's products in regard to price, quality, delivery and the points that should be emphasized when selling our line over any specific competitor's product. This was a very candid report on each of the competitors. An example of this listing: "XYZ Punch Co. (their catalog page 5). The price of high speed steel punches was identical to ours. This company does not specify tolerance, but when their punches were checked against Pivot punches, it was proved that our punches were 50% more concentrically accurate. XYZ company delivery on all catalog items is immediate with 2 to 5 days on non-catalog items. Pivot delivery is 9 days on both catalog and non-catalog. (Note: Our delivery has been improved since the completion of this survey.) Regarding service, the XYZ company is a pioneer in the punch business and customers have been complaining of a laxity in customer service. This is an essential factor and cannot be stressed too much with all representatives."

2. A complete analysis of our present customer — the ultimate result of classifying each of our accounts by Standard Industrial Classification. This spelled out for our representatives the types of manufacturers that buy our product, the types of manufacturers that reorder our product once they have made the first purchase, and the expected dollar volume per purchase order once they make a sale to a certain type of industry. This analysis also pointed out that tool and die shops during the past year

To sell more where more is sold
...it's FIRST 3 FIRST!



A breathtaking view as far as the eye can see is a rewarding experience, but to make *more* sales in the nation's top markets you need to *surround* your advertising with FIRST 3 Markets' more than 6 MILLION heavy spending families.

In the 3 compact city and suburban markets of New York, Chicago and Philadelphia, 55% of all consumer units earn $4,000 or more per year – 34% greater than the average for the remainder of the U. S. This super-abundance of buying power provides the basis for the average 3-market family to spend 5% more for Drugs, 31% more for Food, 33% more for Furniture, Furnishings and Appliances and 103% more for Apparel than the average family in the rest of the nation.

Within these concentrated, most profitable sales areas, the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. In the great markets of New York, Chicago and Philadelphia *there is no substitute* for FIRST 3 Markets' solid 62% COVERAGE of all families.

To make your advertising sell *more* where *more* is sold . . . it's FIRST 3 FIRST.

The group with the Sunday Punch

FIRST 3 MARKETS GROUP

Rotogravure • Colorgravure

New York Sunday News *Coloroto Magazine*
Chicago Sunday Tribune *Magazine*
Philadelphia Sunday Inquirer *"Today" Magazine*

New York 17, N.Y. News Building, 220 E. 42nd St., Murray Hill 7-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery St., GArfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Blvd., DUnkirk 5-3557

New Rust Preventive Ends Consumer Rejects Due to Corrosion

Marvellum VPI® Provides Rust-Free Shelf Life for Metal Products — Any Size or Shape

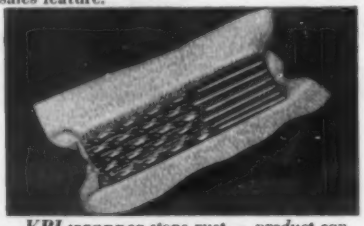
Now you can stop rust by packaging products in a chemically treated paper. This new miracle paper, Marvellum VPI®, stops rust for years even under the most unfavorable climatic conditions. By releasing an invisible vapor, VPI forms a thin film on metal which prevents oxidation (rust). Marvellum VPI completely eliminates the old greasing and oiling methods, providing a simple easy-to-use rust prevention for any size or shape of ferrous metal product.

Results Proven

VPI was developed by the Shell Development Co. to meet a government need for a protective wrap for storage and overseas shipment of vital aircraft parts, machines, tools and other metal products. Marvellum VPI is now widely used by industry as a wrapper, liner or cover to protect products while in process, storage, and transit.

Added Sales Features

The effective, long-lasting protection of Marvellum VPI, its cleanliness and ease of application can make your selling job easier. Customers welcome VPI packaging, which assures arrival of your products rust-free — and keeps them rust-free during storage. They'll welcome the cleanliness — no more messy grease to remove. If you sell a consumer product, such as hand tools or sporting equipment, the reusable VPI wrapper will provide an important added sales feature.



VPI wrapper stops rust — product can be removed for display or inspection and returned to VPI protection.

Inexpensive Protection

Marvellum VPI is comparatively inexpensive. A small 1″ x 5″ strip protects a package of twelve hack saw blades at a cost of 1/10th of a cent; a large machine tool, valued in the thousands, can be shrouded with VPI for as little as one dollar.

Versatile Packaging

Marvellum VPI can be tailored to your product, and your packaging and display requirements. It's available in rolls, sheets, envelopes, bags, shrouds and tubes. Your trade-mark and sales message can be easily imprinted on Marvellum VPI. *Write today for free samples and informative literature.*

THE marvellum COMPANY
HOLYOKE, MASSACHUSETTS

have produced almost $50,000 worth of business. However, this total volume came from over 283 plants. Now in comparison to this, sales to manufacturers of electrical appliances amounted to almost $75,000 and only 26 plants were involved in these sales. By that same token, only 53% of the tool and die shops came back to us with repeat orders . . . the other 47% were either dissatisfied with our price or service and consequently must be resold. In comparison, 89% of the manufacturers of electrical appliances reordered from us.

3. A bulletin announcing improved deliveries on certain types of products in our line. It began: "One sure way of announcing our improved delivery on a production basis is to *phone* the customer. Take your prospect list and go down the line of customers that you know buy punches. Call them and give them the news! The telephone is the most valuable medium any representative can use to get a sharp newsworthy message across in a short time."

4. A monthly bulletin showing the sales volume each representative made and how he compared to other representatives — the new accounts that were opened, the biggest single sale of the month, and an "Our Hats Off to . . ." story singling out one representative for an outstanding sale. The following is our congratulatory story of a salesman with our representative company in the Northeast: "Our Hats Off . . . to Bob Pisacani, Smith Keser & Company's representative in New York City . . . In *four short months* he has opened *17* new accounts or an average of *one* a week! So far, *nine* of these have *reordered* a second time; *three* have *reordered* a third time. This is an excellent record and certainly is a sure-fire way to guarantee future commissions.

"How is Bob insuring repeat business? He is using a method that most salesmen use when they first start selling, but often become lax about after they're in the game awhile. Bob goes back to see his new account right after they have received their first order. He asks them how the punches are working out and automatically gets the customer to think or find out about how good the product is when it is being used . . ."

5. A bulletin on our new guarantee policy completely backing up any statements that were made about the quality of the product.

6. A bulletin giving suggested uses for a new promotional piece of literature we were sending them, which read in part: "Ninety percent of the manufacturers in our best markets are untapped sources of revenue for you. Go after them! Use every trick in your book to get to see different buying influences in these companies. Remember . . . it normally takes an average of six calls to make a sale of an industrial perishable item! It might take 12 calls to break down some of these accounts, but these 12 calls will pay off 50 times as much as 12 calls to tool and die shops or other manufacturers who only offer limited potential. By all means, don't get discouraged by your initial calls to these companies because *we'll be giving you the following support!* During the coming months our advertising media will be selected on the basis of which publication hit these markets the hardest. In addition to this, my direct mail program will be intensified, and selective mailings will be made to all the best potential markets listed."

7. A bulletin showing them a new post card we send to customers if we cannot meet delivery scheduled.

8. Bulletins offering reprints of our advertisements.

9. Lists of advertising leads.

COMING SOON

An informative article of vital interest to many and of topical interest to everyone, entitled:

"If You Have to Raise Prices in 1957 . . ."

You'll want to read it,
so look for it in November 2

Sales Management

10. A supply of telephone sales aids which our local telephone company furnished to me, with a short review of how manufacturers' agents can make the telephone pay off in selling their products.

11. A complete synopsis of our competitors' standards and how our products may be interchanged with competitors' products. "This is a comparison of our standards and the standards of competition. I am sure you realize that we cannot make sales by tearing down competition, however, we can make sales by knowing as much about our competition as possible so that we can service all punch users to the greatest extent imaginable: XYZ Punch Co. versus Pivot Punch & Die—Pivot shoulder punches are completely interchangeable with XYZ's 'J' series punches except for the J-1 (3/16 shank) punch. On this size punch our head diameter is 1/16 larger than theirs. An important fact to remember is that the XYZ company does not offer a standard 1/8 or 5/32 shank punch. *We do!* This means that our standards provide additional versatility for their design engineers."

Have these procedures and informative bulletins produced results? Here are three positive proofs that can be attributed to some of these changes:

1. In the first two months we offered improved delivery on one of our product lines, 33 new accounts were opened directly on the basis of this service change.

2. Since the time we issued the market analysis, we have opened 26 new accounts in the primary industries that we know will give us repeat orders and good dollar volume. This is a greatly improved ratio over previous records.

3. Our new guarantee policy has produced six new accounts which are directly attributable to this innovation.

Of course, no sales manager can do a complete job by just sending out sales bulletins and making trips to the field. A sales manager must create excitement to aid each of his major promotions. To do this, I found that the telegram is one of the best attention producers for special promotions. It is timed to arrive on the effective date of the promotion and is always delivered to the representative in person.

What about the future? Our representatives have assured me that they will more than double their business in the next year on the basis of the assistance we have given them to make our product more salable for them.

The End

Storage space? Call...

YOUR ALLIED AGENT



no.1 specialist in storage!



(long distance moving, too!)



Safe, convenient storage in modern warehouse facilities are offered by all Allied Agents throughout the U.S.A. and Canada. This assures full protection for your valued possessions until you need them.



FREE Booklet to help you plan your next move. Get your copy of "Before You Move" from your local Allied Agent. See classified telephone directory. Or write Allied Van Lines, Inc., Broadview, Ill.

ALLIED VAN LINES • WORLD'S LARGEST LONG-DISTANCE MOVERS

So Distributor Salesmen Won't Read Your Catalog!

How do you solve a long-standing problem in sales training? Corning Glass Works did it by giving away 750 sets of its Pyrex brand dinnerware and several pieces of Steuben crystal.

This was the problem: Corning distributes its line of scientific glassware, consisting of more than 3,000 items, through laboratory supply houses throughout the country. But an average supply house stocks as many as 25,000 items of scientific equipment and supplies. What could be done to make the dealer salesmen more aware of CGW's line and its advantages when he had some 25,000 other items to sell?

For O. M. Loytty, manager, Laboratory & Pharmaceutical Sales Department the solution was: a simple contest. A series of seven quizzes was prepared. Six were simple true-false or multiple-choice type, the answers to which could be found in Corning's catalog. Because there were questions on a variety of topics, including sales advantages, policy, packaging and technical information, the salesman had to cover the catalog quite thoroughly to complete the contest. Point scores were assigned to each quiz and after grading, it was returned to the contestant with the correct answers and the next quiz.

Any contestant who finished six quizzes was awarded a 16-piece set of dishes regardless of points scored. However, as an added incentive to high scores—first, second and third prizes of Steuben crystal were awarded the three top contestants.

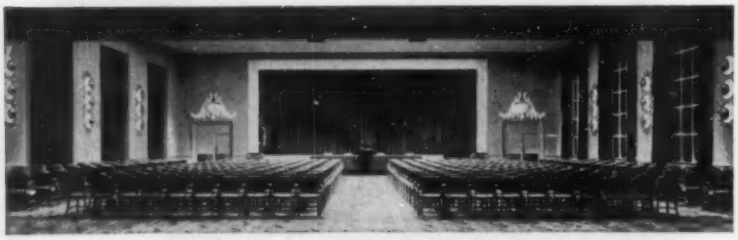
Essay as Tie-Breaker

To break any possible ties and to get salesmen's reactions to the line, the seventh quiz asked them to complete the statement, "I can recommend Pyrex laboratory glassware to my customers because ————." The three best statements were awarded extra points but it was possible for a contestant to win a top score with points accrued in the first six quizzes. To arouse the interest of sales managers, prizes were also awarded to the manager supervising the winning contestants.

Corning was pleasantly surprised at the results, according to P. M. Reynolds, advertising manager, Technical Products Division: "Original estimates were that between 300 and 400 salesmen would complete the contest. Over 700 entries went the distance and a wide majority had high scores. As the contest was simple to handle and relatively inexpensive, we did not mind underestimating its acceptance. We had many very favorable comments from the contestants. Several thanked us for the painless way of learning more about our line."

First-prize winner was H. H. Clark of New York Laboratory Supply. Surprise finisher in second place was a woman in a field overwhelmingly male—Mary Lou Gunn, telephone salesman of Fisher Scientific Co., Washington. R. Eberhart of Chicago Apparatus Co. took third prize.

The cost to Corning Glass Works was exceedingly small considering the value that the company received (and will continue to receive) because of greater dealer knowledge that its distributor salesmen now have. **The End**



Where the convention season never ends...

THE *Greenbrier*



Combining the finest, most modern accommodations for business meetings with unexcelled sport and recreational facilities, The Greenbrier offers an outstanding location for your next convention. The Greenbrier's newly completed, air-conditioned West Wing provides meeting rooms for groups up to 1000 and includes such features as . . . a brand new auditorium with a 42 foot stage . . . the latest P. A. systems and projection equipment . . . a theater with CinemaScope screen . . . and superb arrangements for banquets. Don't overlook either, the marvelous sports and recreational facilities, the courteous service, comfortable guest rooms and wonderful dining that have made The Greenbrier world-renowned as America's Informal Business Capitol.

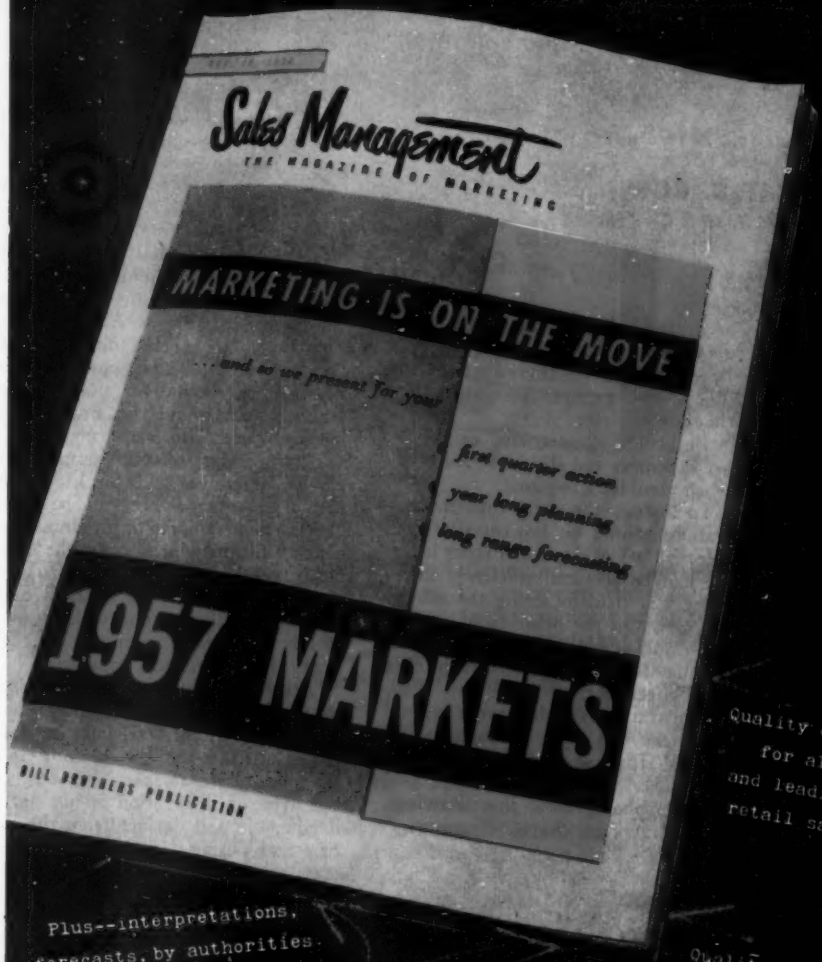
For complete information, address: Charles L. Norvell, Director of Sales, The Greenbrier, White Sulphur Springs, West Virginia, or inquire of reservation offices at: New York, 588 Fifth Avenue, JU 6-5500; Boston, 73 Tremont Street, LA 3-4497; Chicago, 77 West Washington Street, RA 6-0625; Washington, D. C., Investment Bldg., RE 7-2642.

THE *Greenbrier*

WHITE SULPHUR SPRINGS • WEST VIRGINIA

on November 10

A NEW METHOD OF MARKET MEASUREMENT



Now . . . measure **quality** of Metropolitan Area markets and leading cities against 18 different marketing factors relate precisely ability of people to buy and actual performance. SALES MANAGEMENT is first to develop this new concept of market analysis, to be published as the dominant feature of the annual November 10 issue . . . for all 262 Metro Areas . . . for cities within Metro Areas with 1955 retail sales of $50 million or more

Quality of Market Indexes for all Metro Areas and leading cities for 9 retail sales components

Plus--interpretations, forecasts, by authorities in fields of market research, economics, motivation

Ranking of all Metro Areas, leading cities, in each of 18 different Quality of Market Indexes

Quality of Market Indexes for all Metro Areas and cities for families in 5 income groups

This November 10 issue of SALES MANAGEMENT carries the same "Marketing Is On The Move" theme which made the similar 1955 issue so sensationally popular. One month after publication our supply of last year's November 10 issues was exhausted - despite the biggest press run of any issue except our annual SURVEY OF BUYING POWER

Sales Management
THE MAGAZINE OF MARKETING
[illegible] Fourth Avenue - New York 16, N. Y.

How to Plan and Produce A Grade-A Sales Manual

A sales manual is a basic tool for any selling organization. Its value lies not only in its content but in the manner in which the material is visually presented to the salesman.

Part II of an article in two parts

BY HUBERT D. ROSE
President, H. D. Rose & Co., Inc.

In Part I of this article (SALES MANAGEMENT, October 5, 1956) we set up a planning program for a sales manual, considered various ways to get a manual written, and suggested how the company can and should cooperate with the writer to get the best results.

Now we come to another important phase of sales manual design: illustration.

How to handle the illustrations. In any training text the quality of the illustrations must be appraised primarily from the standpoint of aiding the learning process. Of course, they should be well done, artistically, but that is the secondary consideration.

Good illustrations cost money but in consideration of the desired end results of a sales manual, it is poor economy to hire artists who can only produce pictures which are poor educationally and artistically. It is such illustrations—those which *don't do anything*—that are expensive.

Each illustration should have an educational objective. When a writer and/or visualizer specifies a certain visual, he should know what the picture is supposed to do. In a sales manual there is no need for illustrations which do not serve a definite educational purpose.

Illustrations should be clear and vivid and big enough so that the necessary details can be seen readily. Captions and legends help illustrations, but often they are not needed if the pertinent text matter is immediately adjacent.

Illustrations should tie into the existing knowledge and interests of the trainees, because learning is built on what they already know . . . relate the unknown to the known.

Illustrations must be technically accurate in all respects. Inevitably an error in drawing or a photograph will be spotted by some trainee and he and others may lose confidence in the text they are studying.

Full-color illustrations, of course, are expensive and should be used only when absolutely required.

In any case the use of color in illustrations should be functional. Often color is the key element. Proper learning can be acquired efficiently in no other way than by seeing the subject in color. On the other hand, one or two colors added to a black line drawing may be all that is needed to tell a story effectively.

Illustrations should have a general consistency of style throughout the manual. In most texts you are apt to find one or more types of illustrations, such as photographs, line drawings, wash drawings, charts, diagrams. A skillful art director arranges these throughout the book in a pleasing and consistent manner. The decision as to whether to use photographs, drawings, or charts is governed by the needs of the educational job to be done. Photographs to be useful in a training text must have high technical as well as photographic quality. Some photographs may be beautiful from an artistic standpoint but they are useless as a training tool. As with illustrations, each photograph should have a specific educational purpose and focus attention on the desired points. Each should be realistic and true to the typical situation which you want the trainee to understand. And, of course, they should be appropriate to the training situation and to the trainee's background, the same as with hand rendered illustrations.



"Quick Quizzes are painless to take."

Illustrations by John Ryan, Staff Artist, H. D. Rose & Co., Inc.

Charts and graphs are useful, often can be "animated" and thus have high memory value. There can be flow charts and animated organization charts, all of which make the text clearer and more interesting to the trainee. Then there are cutaway and "exploded" illustrations which show clearly the inside workings of mechanical and electrical apparatus.

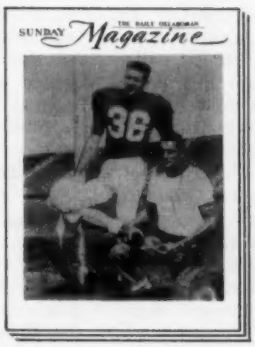
There is always room for debate on the use of cartoons or humorous drawings in a training text, but the governing attitude here should be: *Don't use humor for the sake of humor.* If this type of illustration is not aptly handled, it will detract from the intent and purpose of the text. However, "cartoon art," as it is called, can be a powerful and useful teaching device if well applied. It can drive home points and make them stick in the mind . . . and it certainly invites attention.

One of the most effective uses of humorous drawings in training literature was in the "Dilbert" booklets, put out by Naval Air Training during the war. Here was very serious subject matter—information about *how pilots could preserve their lives*—yet each pamphlet was filled with the most ludicrous drawings. At first glance they seemed entirely out of keeping with the serious intent of the text, but on analysis it was apparent that good thinking had been put into each picture to emphasize the points covered in the text immediately below it. It was a simple but successful



The finest technique and know-how of color printing—gained from over 30 years experience in printing color in editorial and advertising columns and Sunday color comic sections—mixed into a market that's been called one of the five fastest growing markets in the nation. That's the way to get sales reaction that'll brighten your sales picture.

The ONLY Sunday Magazine Section that COVERS Oklahoma!



In Oklahoma, the combined total of **all** the **national** supplements reaches no more than 4% of the state! Only the Sunday Oklahoman covers Oklahoma with a Sunday magazine supplement. And the Sunday Oklahoman reaches more families every Sunday than any other newspaper in the Great Southwest! For the greatest coverage of Oklahoma City, the State of Oklahoma, or the entire Southwest —advertise in the Sunday Oklahoman.

Locally Edited . . . Locally Printed

ROP

THE DAILY OKLAHOMAN and OKLAHOMA CITY TIMES

Published by The Oklahoma Publishing Company
Represented by The Katz Agency

format—deadly serious text following a skillfully designed cartoon, which pointed up the text.

Don't go "index happy." In the preparation of a sales manual there is some tendency to be "index happy" . . . . that is to *over-index* the book. There are manuals so replete with index tabs that in some sections only one or two pages lie back of a separator or index sheet with tab. This treatment makes the manual bulky, clumsy to use and detracts from the over-all appearance. Also it is costly.

Limited tab indexing of larger segments is practical and advisable but it is ridiculous to index every topic or subtopic by putting it back of a tabbed separator.



". . . it all comes down to the job you have to do."

It should be borne in mind that while a sales manual is a training tool and may be used frequently by the trainee—and as a reference in the future—it will never receive the constant use of, for instance, the telephone directory. Therefore detailed index tabbing is not necessary if the manual is well planned.

One effective way to differentiate between the various "Parts" of a sales manual and make information easy to locate is *color keying*. For example, Part I, with all its chapters, is red, all pages of Part II blue, Part III is green, and so on. If good use is made of "captioning" or headlines in the text, locations may be spotted quickly. Color keying may be supplemented with a distinctive and identifying shape or symbol in an upper corner of each page, different for each Part. These devices should be tied in with a well-planned and comprehensive table of contents so that even in a manual of 100 pages or more, an alphabetical index at the back may not be necessary.

A word about binders. Care should be taken in selecting a binder for your manual because this is the wrapping of the package. If it is a first-class manual, it rates a first-class binder. The loose leaf type is the most popular because of its flexibility and the ease with which it can be kept up-to-date.

For binders of one-inch capacity or less, it is certainly desirable to use loose leaf in one form or another. The covers themselves should be of flexible type, generally artificial leather made of rag fiber and rubber.

Wherever sales manuals are carried by salesmen, and subjected to more or less hard usage—frequently rolled up or tossed into the back of the car—the flexible binder will far outlast a hard cover.

However, where the capacity is *in excess* of one inch, unless the flexible cover material is unusually strong and the binder itself well made, the hard cover is preferable because it will withstand wear and maintain its shape. If a manual is to be primarily used for the "shelf," then the hard cover is desirable because it stands in an upright position better than the flexible.

Among the loose leaf devices, the ordinary three ring metal is easiest to handle, because sheets can be punched by almost anyone. However, where there is frequent use or reference work to be done, sheets will pull out of a three ring metal quite readily. Therefore, multiple ring backs varying from six to 22 rings are best. For capacity in excess of one inch it is often better to use heavy duty angle back—prong binders, or compression type post and slide metals, with transfer bar. Capacity can be varied by 33 1/3%.

Decoration is a matter of individual preference but embossing and process printing or embossing and silk screening is economical when the quantity is in excess of 2,500. For short runs gold leaf stamping is most practical.

A good way to impress on salesmen the value and importance of the manual is to number each volume and have each man sign a registration card for his copy with the understanding that it is *his confidential personal copy* and is to be returned to the company should he ever leave.

A check sheet may be set up in the back of each manual for recording revision pages as they are received and inserted. To learn whether a salesman is keeping his manual up-to-date, the supervisor merely has to check this page periodically.

Printing. The choice of printing process for your sales manual depends largely on the number of pages, and the number of copies required. If you need a large number—2-300 or more—lithographic (offset) printing is most economical. For smaller editions—100 copies or fewer—reproduction by multigraph or mimeograph is better from a cost standpoint. For these small editions, typesetting is much too expensive, but this cost can be cut considerably by setting the text in vari-type or IBM typewriter.

With a little careful planning, attractive pages can be produced by these methods and printing on the smaller multilith presses.

Then the sheets may be bound between stiff covers by "comb type" colored plastic binding which is *not* expensive and makes an attractive volume.

Many a sales manager has muttered, in effect, "Sure, I'd invest in a good sales manual, if I could be sure my men would read it." That is a defeatist attitude, which presupposes that a manual is published solely for reading purposes. If that's all a sales manager wants of a manual, he should not invest in one. It has been pointed out here that a manual has many objectives and uses, not the least of which is its function as the basic textbook for the training program. This implies that it must be read . . . and read thoroughly.

One of the main purposes of this article is to suggest ways and means of making your manuals *inviting to read*. If you can supplement these principles with a system of Quick Quizzes you can guarantee that your manual will be read . . . and thoroughly read if your quizzes are skillfully compounded.

Quick Quizzes are composed of a judicious balance of these kinds of questions: multiple choice, true or false, matching answers, write-in, etc. You can be sure that your men will have read the manual thoroughly if they get a good score on the quizzes. And very important information can be asked for in several different ways by these quizzes. This will fix it firmly in mind.



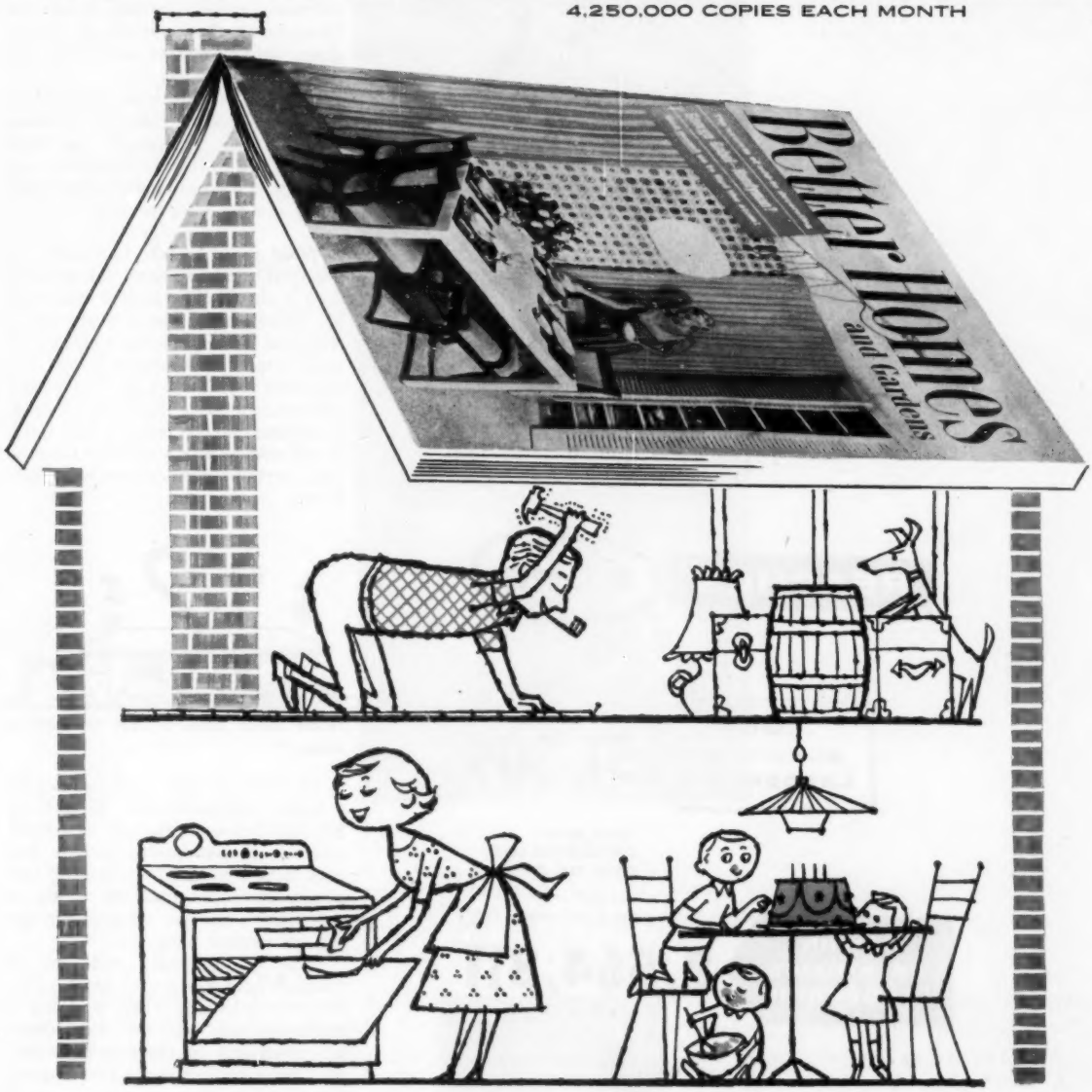
"A good sales manual deserves a good budget."

month after month...

15½ million* men and women "live by the book"

...and the book is Better Homes and Gardens

4,250,000 COPIES EACH MONTH



The pages of BH&G are so rich with "how-to-do-it" that 5,750,000 readers clip articles and ads from "the book." Are the clippings used? *Are they!* 5,300,000 say they referred to clippings within the past few weeks . . . to help them live better, eat better, buy better. 15,500,000 people read an average issue of BH&G. One third of the 123,800,000 people 10 years of age and older in the U.S. read one or more of every 12 issues. That's 44,150,000 people—and over 40% of them are men! Meredith Publishing Company, Des Moines 3, Iowa.

during the year...

1/3 of America

***reads* Better Homes & Gardens!**

**A 12 Months' Study of BH&G Readers, Alfred Politz Research, Inc., 1956*

THE
OREGONIAN...



REACHES MORE

...with circulation LEADERSHIP 51,309

TOTAL DAILY CIRCULATION LEAD OVER 2ND PAPER
City Zone Lead — 12,189
City & RTZ Lead — 19,874

...with advertising LEADERSHIP 8,564,311 LINES

TOTAL ADVERTISING LEAD OVER 2ND PAPER
Year: 1955

Retail Lead — 3,312,727 lines
General Lead — 1,242,320 lines
Classified Lead — 4,009,264 lines

Largest Circulation in the Pacific Northwest 233,219 Daily 296,260 Sunday

THE Oregonian
PORTLAND 1, OREGON

Sources: ABC Publishers' Statements for 6 months ending March 31, 1956; Media Records total advertising, less AW and TW, 1955.
REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

Quick Quizzes are painless to take—even fun—and they are easy to administer, correct and score. Any supervisor can handle them with little effort—and thus get another check on the men working for him.

Some companies have required everyone on the sales staff to take the Quiz—from the v-p in charge of sales down to the newest salesman—and headquarters people.

Quizzes of this type are used in most all-around service training courses, and extensively in high schools and colleges throughout the country. This is ample proof of their value as a teaching medium.

What about costs? Inevitably the practical question arises, "How much does it cost?" The answer may well be, "How much does a house cost?" You just don't say to an architect, "I want you to build me a house . . . now how much will it cost?" He can't tell you, any more than a professional or anyone else can tell you how much it will cost to produce a sales manual, until certain specifications are established.



"How much does it cost to build a house?"

Of course in either case you can set a budget for a $10,000, $15,000 or $25,000 house or manual, and build either to the established budget. But even with a budget as a limiting factor, specifications must be drawn to determine what you are going to get for the amount budgeted.

Most professional producers of manuals have a practical approach to this cost question. They work on a predetermined "pilot fee" basis (usually computed on the man-hour factor) for a limited time. This enables them to study your sales manual problem, establish objectives and other requirements, and produce a comprehensive outline. Often recommendations for page format and over-all appearance are included.

Thus specifications are established and from them it is possible to determine the details and final total cost—within a reasonable plus or minus percentage.

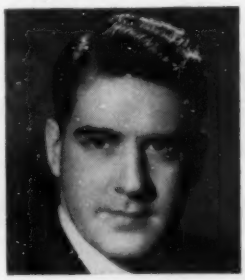
Just as architects have a "per cubic foot" rule-of-thumb for roughly estimating the probable cost of a

Chicago,
Chicago,
That Meat-Packin' Town—
Number One
in the World!



...AND ARMOUR & COMPANY SELLS MEAT IN CHICAGO WITH WMAQ's GEORGE STONE

No mean packer himself, George Stone crams a tremendous amount of selling for Armour & Company into his Monday-through-Friday 4:30 pm newscasts. For years an established radio favorite with Chicago's listening millions, George knows how to transform high audience-ratings into mounting sales figures for his sponsors. And he's ready to do that kind of a job for you, too . . . for as little as 21¢-per-thousand listeners.



Follow the leaders like Armour who really *know* this market. Put this dynamic salesman to work for you on his own "George Stone Record Show" (Monday-Friday, 4:35-4:45 pm) or on "George Stone and the News" (Monday-Friday, 5:45-6:00 pm). Get complete details from NBC Spot Sales. In New York, call your NBC Spot Sales representative for an immediate Radio-Phonic Spot Buying telephone audition of George Stone.

WMAQ *Radio leadership station in Chicago* SOLD BY NBC SPOT SALES

house, so professional manual producers apply rules-of-thumb by means of which the total cost of a sales manual may be estimated reasonably well for budgeting purposes. One of these is the "cost per page" method, based on a factor of a certain minimum number of pages, for instance, and a minimum number of copies of the manual. This per page figure may include all costs from basic research to bound copies.

The per page rule-of-thumb may be applied also to editorial costs alone, or the physical production costs—art, typography, printing, binders, etc. However, it must be admitted that research and editorial work appear nebulous and elusive when you attempt to cost-estimate them. On the other hand, type-setting, drawings and photography of various kinds, printing, etc., all have certain "dimensions" which can be used for more exact costing.

One of the best methods of establishing a budget for a sales manual is "cost per head." Ask yourself how much each of your salesmen is worth, on the average, and what should be spent per man to equip him with a good sales manual.

For instance, if it costs about $5,000 to put on a new salesman, would 1% of that—about $50 per man—be too much or too little, or does the situation call for a 3% . . . or 5% expenditure?

Recently a division of a large food company spent $100 per man on a sales manual for a force of 250 men. And it has stated that this was a reasonable price to pay for what was needed. It all comes down to the job you have to do.

Any business device which can return such dividends is a good investment. So it certainly can be said that a good manual deserves a good budget. And it follows that only a good budget will get you a good manual, if you plan intelligently.

Your sales manual is not like an advertisement or a piece of sales promotion literature which goes out and has only limited chances to sell. Your sales manual will be used year after year, and with revisions to bring it up-to-date periodically, will last a long, long time. Your manual should be designed to help your salesmen, new and old, so if you weigh the long-term value of the manual, you can readily justify the initial investment.





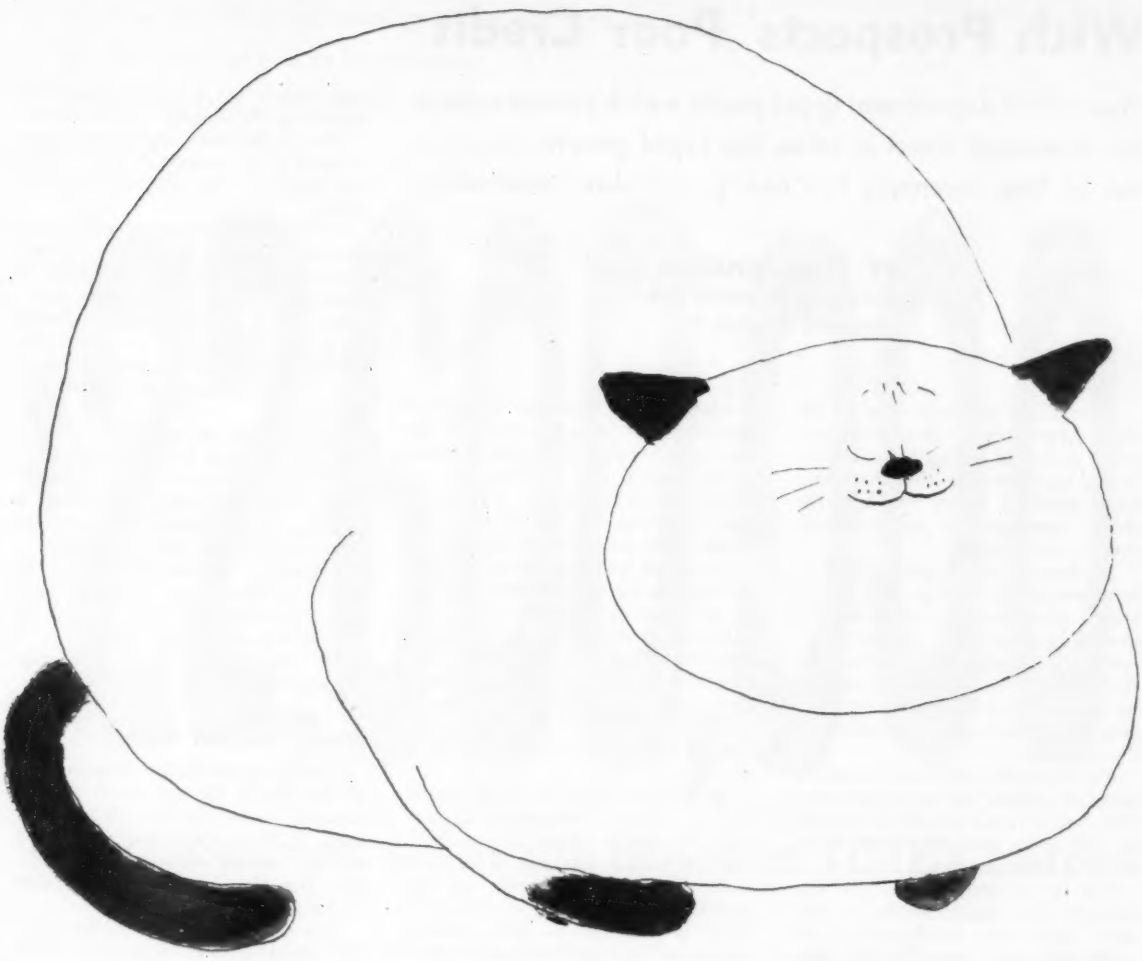
"Don't go index happy."

Whether your manual is to be produced within your company or by an outside organization, a high standard of production should be your goal throughout. First and foremost, care should be taken with the outline. Then the best possible writing talent obtainable should be put to work on it. The proper perspective for achieving the desired high standard may be maintained by asking this question: "Does (or will) our manual reflect

1. The quality of our products?
2. The prestige of our company?
3. The calibre of our salesmen?"

If your present manual does not measure up to these standards, it would be a sound idea to plan a new one—or revise the present one.

The End



On keeping lean...

Some businesses ('tis sad but true!)
Grow big and fat—and lazy, too.

But why lose all that vim and vigor
Just because one's getting bigger?

It's not impossible, we mean,
To grow quite large—and yet keep lean.

Young & Rubicam, Inc.
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Cues for Salesmen Confronted With Prospects' Poor Credit

Your credit department urges you to watch your prospects for downward trend in sales, too rapid growth, expenses out of line, inventory too heavy, and slow receivables.

BY F. W. ANGLIN
Metallugical Products Dept.
General Electric Co.

Naturally a salesman likes to get those large orders. But remember, credit is part of selling too. It's fine to ring up those sales—but they don't mean anything unless you help the credit department of your company ring the cash register.

A salesman, for example, often can be of much help with respect to customers who become slow in settling their obligations. He can get information that explains their delay, thus alerting the credit office on a particular account. Besides helping the company, this information may also help the customer.

No credit office has time to make a complete analysis for many customers. Full consideration usually is reserved for the risky accounts, particularly where a large amount is involved.

But before getting into this any further, let's touch briefly on the more important fundamentals of credits and collections. This may help you to understand the credit man's problems better, and so assist in overcoming some of the mutual problems that prevent ringing the cash register.

Who's the Owner?

First of all, let's consider ownership. A credit department is interested in knowing who is the owner of a business. Without this information, a company does not really know with whom it is dealing.

Amount of capital and the source are important keys. You may know your customer shoots par on a golf course, but what is his handicap in the financial world?

Adequate capital of course means less risk. The capital amount of a company should be compared with anticipated expenses, and it should be compared with anticipated sales to meet these expenses.

A credit department wants to know where the capital came from—if it is a relatively new business. If part of the capital is borrowed, how is the loan to be repaid? It is good to know if the capital was inherited, or accumulated from savings. The one who inherited his capital has not shown what he can really do.

Learn all you can about owners. In this area we find out about character and capacity or ability.

Character or willingness to pay is very important. Has the owner ever been involved in some dishonest practice? Maybe his wardrobe was one of stripes at one time. Perhaps he has been in bankruptcy. If so, what were the causes?

Besides character, let us not forget ability. A buyer for a particular company may decide to start his own business. He knows his own trade very well. But, can he handle all the problems of operating a business? Will he manage to keep enough money on hand to meet current obligations? How well does he know the various phases of the operations, such as selling and finance?

What Does Firm Do?

In this connection, a credit department should learn:

1. Function of the business — retailing, wholesaling, manufacturing.
2. Products.
3. Class of customers.
4. Number of employes.
5. Location and description.

This is an area where you, as a salesman, can help considerably. Your visits to a customer's place of business can give you much information from a credit standpoint. Many important things may be learned about personnel, equipment, operations and products.

The amount of the assets and liabilities should be known. In a credit operation we get this information, of course, from the balance sheet. It is one thing to get a balance sheet but something else to know what it means.

One of the most important things to learn is the amount of debt. This can generally be determined at a glance.

A comparison of current assets with current liabilities is one of the important considerations. If debt is more than the net worth of the business, than a further analysis should be made. Determine to whom the greatest portion of the debt is owed, and if those creditors are friendly to the business.

Many times one will wish to compare net worth on one statement with that shown on a previous one. Amount of credit involved may not warrant a lengthy consideration of this matter. In other cases it is most important.

Remember that net worth goes up when: earnings are retained; new capital is added; assets are written up or liabilities are written down.

Net worth goes down when the opposite happens.

What's True Net Worth?

One is particularly interested in an increase in the net worth not accounted for by the amount of earnings. Perhaps the owner has been making several thousands in profit (tax free, that is) with a few strokes of his pen.

You all know that no matter what the operation, a reasonable profit must be earned. If not, financial difficulties may arise. A credit unit gets facts on this from the profit and loss statement. Many important things can be learned from this. Some of these are amount of profit, percentages of profit to net sales and to net worth, and relation of these percentages to standards for the industry.

Certain analyses should be made from the balance sheet and operating statements.

The most important ratios on matters to be taken into consideration:

1. Ratio of current assets to current liabilities. A ratio of two to one is very good as a rule.
2. Ratio of cash and receivables to current liabilities. If this ratio is at least 100% you generally have a fine liquid position.
3. Ratio of tangible net worth to total debt. This should not, as a rule, be over 100%.
4. Average collection period. If a

In the first six months of 1956,
advertisers of many different products and services
(for the home as well as for business)
invested in TIME, The Weekly Newsmagazine,
a total of

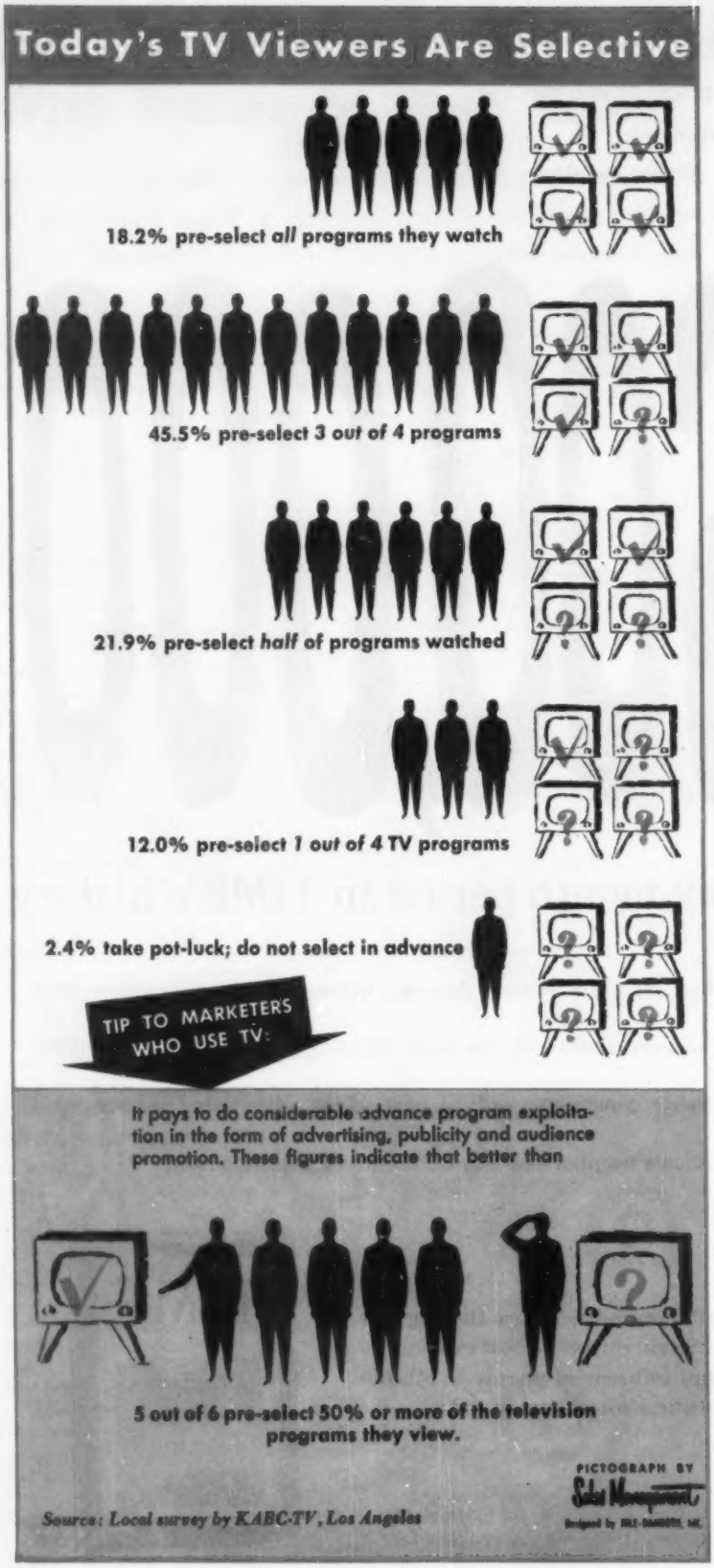
$22,600,000

-the biggest first-six-month period in TIME's history

During this same period the industrial advertisers of America invested 32% more advertising dollars in TIME than during the first six months of last year. Although TIME is a general newsmagazine, and industrial advertising constitutes only a part of its advertising income, this increase establishes TIME as America's number-one industrial advertising medium.

TIME: offering advertisers the biggest concentration of best customers and influential people available in the United States today.





customer has slow collections, he may be slow in paying.

5. Net sales to inventory. This indicates whether the inventory is excessive, or some of it is so old that the moths are taking their toll.

From these analyses a credit unit has a better idea as to whether the customer can pay promptly. At least it is in a better position to evaluate how much risk is involved. In any financial analysis always be alert to the trend of a customer's operations. There is less risk when the sales and profits are on the increase than if the reverse is true.

In spite of all this information, it is necessary to know what the payment record shows. This may be obtained, as a rule, from Dun and Bradstreet, National Credit Office, and offices of the National Association of Credit Men. Sources furnished by the customer also may be used. But remember—the customer might furnish only those references with whom his payment records are good.

An important function of a credit department is to watch any accounts that become slow. Here are some reasons why accounts slow up:

1. Downward trend in sales.
2. Growth was too rapid.
3. Expenses get out of line.
4. Inventory is too heavy.
5. Slow receivables.

It's nice to get those large orders. But it's the credit unit's job to keep bad debt losses at a minimum. Remember, the end result shows up only after the money is in the till.

The End

NEXT ISSUE

Sales Management will again carry its new monthly "Sales Promotion Department." Featured are: TOOLS FOR SELLING (a case history telling how an alert company makes effective use of a modern sales aid); MAIL PROMOTION (the latest word on use of direct mail, edited by Janet Gibbs); and SALES PROMOTION IDEA FILE (the brand-new department of news and ideas compiled by Wexton Advertising's president, Larry Schwartz).

Sales Management

Six Steps to Successful Selling



MORE ADVERTISING HERE MEANS

MORE SALES TIME HERE

The basic function of industrial advertising is to help the salesman get the order in fewer calls—thus lowering the cost of selling.



McGraw-Hill Publishing Co.

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"THE OHIO FARMER Is a Reliable Guide,"

says Rex Long, Ashland County, Ohio

Right! THE OHIO FARMER is a dependable guide for *Ohio* farmers. It's matched to their particular methods of farming, designed to help them get the most from their crop varieties, livestock and soil.

So, it's easy to see why THE OHIO FARMER is the favorite of almost everyone in rural Ohio. It reaches 4 out of 5 families *twice* every month.

And, here's why Ohio is the *right place* to sell your products. Statewide diversification provides an amazingly *steady* farm income the year around . . . makes Ohio a top-third state in volume.

Here's the right way to sell—with THE OHIO FARMER. It's read by families (4 out of 5, remember) with exceptional *buying* power. It's rotogravure printed (in full color, too) to save you the cost of plates.

While you're about it, add MICHIGAN FARMER and PENNSYLVANIA FARMER. They cover equally prosperous, steady-income states. It will pay you to get the facts on all three. Write 1010 Rockwell Avenue, Cleveland 14, Ohio.

The OHIO FARMER

Cleveland, Ohio

MICHIGAN FARMER, East Lansing PENNSYLVANIA FARMER, Harrisburg

Problem: How to Tell Consumers Your Product Is Different

- Product: A newly developed mild, all-purpose wine vinegar.
- Diplomacy: How to fight shy of damning competitive brands.
- Solution: A single word featured in all promotion.

***An interview with* JOSEPH F. PARENTE**
President, Pacific Vinegar Co.

When all brands of a product strongly resemble one another, it demands ingenuity to make any one brand appear different in the eyes of the consumer.

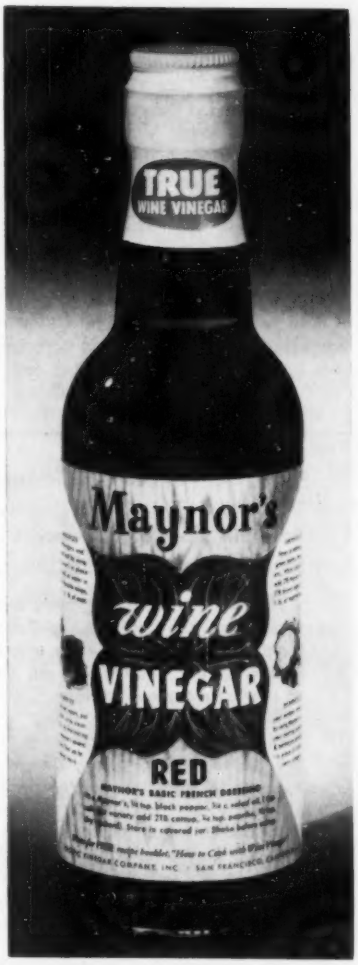
When a manufacturer of such a product produces one that *actually is* different, he is faced with another sort of problem: how to make that difference known in an understandable and believable way. Just to say a product is different is not enough. The "why" must be answered, and there must be an explanation about what the difference means to the consumer.

This challenge confronted Pacific Vinegar Co., San Francisco, when it set out to capture a vast new market with a new product and new sales policy.

There are eight wine vinegar manufacturers in California but hundreds of brands, most of them in the private label category. Up until two years ago Pacific Vinegar, one of the leaders in the industry, had its identity sunk in the private label morass. Then some management changes brought about a change in viewpoint; some bold steps were taken.

The first was to discontinue entirely all bulk shipment and private label production. The next, to decide on brand identity, featuring a single brand. The third, to manufacture and market a wine vinegar for the American palate.

Joseph F. Parente, president of the firm, explains: "In the private label field you have no real control over your business, your product, or its quality. There is nothing solid to build on. We wanted something we could do a real sales job with, that we could merchandise and promote."



ONE SMALL WORD . . . "True" . . . made a whale of a lot of difference in the trend of sales volume.

Parente, with his associate, William J. Lacey, vice-president and sales manager, initiated the first phases of the program. They had taken note of some important facts in the industry: Consumption of wine vinegar, as against vinegars made from cider or other products, and the distilled types, is gaining ground, but most wine vinegars are limited in their use because they are fortified products, dark in color, heavy in aroma, with a wine flavor predominating. Their studies of food habits and culinary trends in this country convinced Parente and Lacey that what was needed was a wine vinegar that could be used in any recipe calling for vinegar, one that would retain the piquant flavor of the wine yet at the same time compliment, never hide, the flavor of foods.

The company launched such a product, under one of its former quality brand names, Maynor's Wine Vinegar. The line included a red, a white, a garlic flavored, a tarragon flavored, and a white wine vinegar with a tall sprig of tarragon in the bottle. Eighty percent of the production was brought out in 4/5 pint glass bottles, the remainder in classic gallons. The label, well balanced, colorful, conveyed strong selling messages with an educational approach. It told how to "glamorize hamburgers," "dramatize your outdoor meals," "tenderize low-cost meats," "emphasize the flavor of cabbage," with brief usage hints after each suggestion. Each label included a basic French dressing recipe. A label footnote invited users to: "Write for *free* recipe booklet, 'How to Cook with Wine Vinegar.' "

All this was good so far as it went. The product was well received by the trade and consumers. Market studies revealed a big potential for this new type of product. What baffled Parente and his associates was how to get their story across to jobbers, retailers and the housewife without making invidious comparisons with competitive products. In what simple, direct way could they make it known that they actually had something unique to offer? It was weak and inadequate to state: "Our product is different: milder in taste, lighter in color," etc.

"At this point," Parente says, "we retained R. T. Van Norden as merchandising and marketing counselor.

The answer to our problem was not found overnight but within a reasonable time, after careful research, we hit on the word 'True.' The brand name became 'Maynor's *True* Wine Vinegar'; the slogan, 'Different in taste, color, aroma . . . always mild, with a piquant flavor.'"

Before definitely adopting the word "True," tests were conducted at the retail level. A few hand-drawn pieces for display were created, display bins installed, and the words "True Wine Vinegar" in red and yellow letters placed in an oval area on the Cel-O-Seal covering the bottle cap. Results of the tests were so encouraging that within a week the company felt justified in changing its entire sales strategy. A new sales portfolio was prepared for presentation to the trade. Lithographers rushed production of display material. Extension of sales territories was planned, based on surveys of potential and results of the retail tests.

It was difficult to discover current consumption of distilled, cider and other non-wine vinegars in the United States, but after consulting all likely sources, Pacific Vinegar officials arrived at an estimated 165,000,000 gallons annually.

Market Growing

They found, too, that the demand for wine vinegar is growing fast. In 1941 only about 166,000 gallons of wine were withdrawn by the industry for processing into vinegar to produce about 240,000 gallons of table strength. Last year, three million gallons were withdrawn for vinegar, representing something like five and a half million gallons of table strength. Parente and his associates were particularly interested in the fact that this consumption is in only five vinegar markets: New York, Michigan, Ohio, Illinois and California. They considered these markets capable of development, and were convinced that areas where wine vinegar is almost an unknown product had large potential as well . . . *if* . . .

"If," Parente emphasizes, "if we could get two facts across: (1) That our Maynor's line of wine vinegars, being *true* wine vinegars, is vastly different from the fortified varieties and (2) that our product has endless uses in all sorts of recipes and as a condiment at table. This one word, *True*, which now seems obvious because that is exactly what our wine vinegars are, gave us the key."

After study of market potential Parente and Lacey concluded that to set their sales sights for an ultimate 165,000,000 gallons annually was not unrealistic. Their decision was influenced by a recognition of the many uncultivated uses for the product. Many people do not use vinegar at all, some of their own inquiries revealed. Many more use it sparingly, perhaps only in salads. These consumers as well as the regular vinegar users, they felt certain, could be persuaded to accept a fine wine vinegar if its properties and quality were made known to them.

Their first point-of-purchase appeal, therefore, was the invitation — conveyed by means of a dump display bin and store posters — to "Discover True Wine Vinegar . . . different in taste, color, aroma." Other slogans: "True because nothing has been added"; "The only True Wine Vinegar on the market . . . Created for American Taste."

Supplementing this material was a brochure for the trade, food editors, and others, explaining with illustration and few words the difference between "true" wine vinegar and the fortified types. This eight-page brochure was entitled "Facts You Should Know About Wine Vinegars."

Literature told dealers: "You can increase your sales of wine vinegar regardless of the brands you now carry, by stocking Maynor's True Wine Vinegar." And: "The only MILD wine vinegar is Maynor's Wine Vinegar."

What about results? They are evident on several fronts. Wherever tests have been made with store promotions playing up the "True" theme, response has been outstanding. In one area, Lacey says, sales of the line picked up 30% in 30 days. In others, stores have reported increases in sales from a few bottles to 30 or more. Some larger stores have shown increases from a dozen bottles to several cases in a week.

It is less than six months since the "True" sales theme was adopted and only a few months since it got into full swing, but response from jobbers, chain store buyers and other retailers convinces Pacific Vinegar management that it has hit on the kind of promotion that will open the new market it visualizes.

To produce the "true" wine vinegar, Pacific Vinegar two years ago disposed of its bulk production and private label plant in Richmond, Cal., and acquired an old winery at St. Helena, Cal., in the heart of the dry wine country, and added new facilities of the most modern kind for vinegar production. This plant can produce about a million gallons of table strength vinegar in a year.

Parente and other industry members are working to establish standards within the industry and then have them made into law. At present a processor may use any sort of wine, not only inferior but even spoiled, and process it into "wine vinegar." There are manufacturers who offer for sale "wine-flavored distilled" vinegars!

Pacific Vinegar management insists that only a sound table wine should be used to produce wine vinegar. On this it bases its production policy.

The End

From Salesman to President

Joseph F. Parente, president of Pacific Vinegar, a leader in the California wine vinegar industry, started his business career as a salesman.

He spent three years with Calvin Distilleries, working up to sales supervisor, then joined the Schenley organization. There he moved from specialty man to sales supervisor, to district manager, California manager, and finally Western Division manager in various branches of the Schenley operations.

In 1945 he started his own brokerage business, representing such brands as White-McKay, Lang's Scottish Cream, Cook's Champagne, San Martin Winery and Yosemite Cooperative Winery.

In 1951, becoming interested in wine vinegar, he joined Pacific Wine Vinegar Co. as a sales consultant. Assisting in formulation of sales policy as well as in the purchase of raw materials, he grew enthusiastic about the possibilities of wine vinegar and in 1954 acquired control of the company.

He promptly launched new policies all the way from production to promotion.



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There is no question about it. The record proves it. The Ann Arbor News is the only newspaper reaching the great majority of consumers in a market leading all others in Michigan in rate of population increase.

Six days each week The Ann Arbor News enters 25,794* homes in this continually expanding metropolitan area which comprises all of Washtenaw County. Evidence of growth this year is found in the valuation of all construction in the city for the first half of 1956. This figure was $23,023,211. It exceeds by more than two million dollars the total building value for all of 1955, which in itself was an all-time annual record. Retail sales in Washtenaw County provide additional evidence. At the end of the first five months of 1956, retail sales were $80,046,035, more than 3 per cent over the figure for the same period of 1955.

A schedule in The Ann Arbor News is one sure way to reach consumers in one of Michigan's highest quality markets.

*Publisher's Statement 3-31-56

"the best of Michigan"

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THE BOW has been added to the package. Ross Corbit, Hiram Walker's president, is confident that the pre-wrapped regular bottles of Canadian Club, Walker's DeLuxe Imperial, and Ten High will repeat 1955's success.

BY GRANT JEFFERY

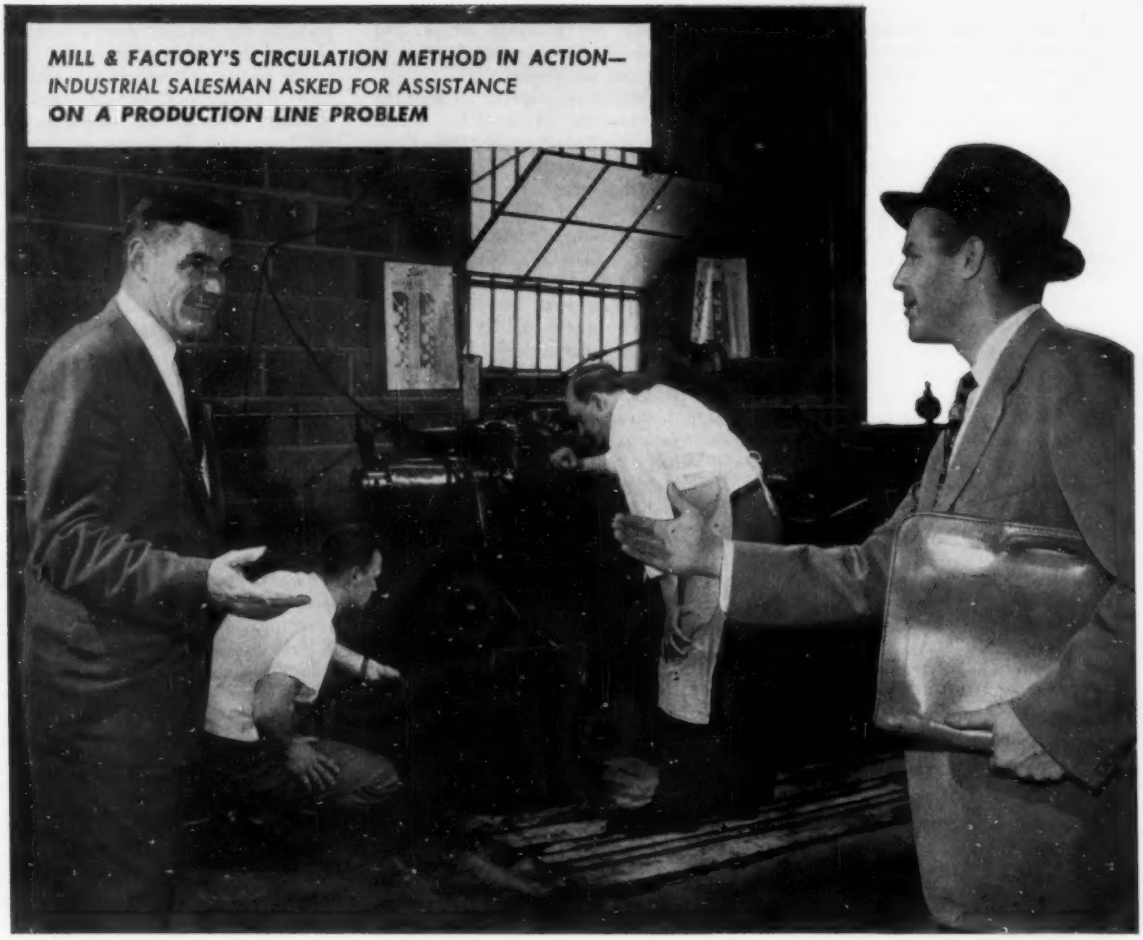
Can Walker's "Wrong Way Corbit" Do it Again with Luxury Wraps?

Does liquor call for high-style merchandising? If so, can Walker possibly go places with a new bow on a pack that is basically "last year's dress?" But if fashion doesn't count, why is the fourth-place distiller going formal again?

"October is one of the peculiarly dangerous months in which to break with what all the rest of your industry is doing. The others are July, January, September, April, November, May, March, June, December, August and February."

The voice belongs to Ross Corbit, president of Hiram Walker, Inc., producer of Canadian Club, Imperial, and 27 other distilled spirits. But for the second year in a row, October finds him taking the very risk he warns against. In an industry which lacks a strong, competitive product story, liquor firms have come to rely on annual changes in container design as a holiday marketing essential. Yet amid such 1956 innovations as colored decanters and gift cartons with removable brand identification, (to be reviewed in SALES MANAGEMENT, Nov. 16), Walker plans to stand out from the rest of the industry by staying with its 1955 concept: "Luxury Wraps" applied to the standard bottle and a limited supply of one decanter.

Last year Walker went along with the industry's concept of a pre-Christmas style change but achieved distinction by moving so far out of line that the firm's gift wraps achieved a distinctive place amid what Corbit called "the rest of the industry's jungle of glass." (See "No '55 Decanters for Hiram Walker," SALES MANAGEMENT, Oct. 15, 1955.) The policy's success is only one factor in Corbit's continued adherence to wraps



You can be sure Mill & Factory reaches the key plant buying influences

...because the industrial salesman is part of the production team.

No one knows plant buying influences better than he does! He knows them *personally*. Working daily with plant management, production and maintenance executives, he realizes job responsibilities go under many different titles. Regardless of title, he knows who have specifying and buying authority.

And that's what is important to *you!*

That's why Mill & Factory utilizes the unique Franchise-Paid circulation method. 1,645 full time industrial sales engineers make over 2,000,000* sales calls a year on the important plants in every trading area of the U. S.

These salesmen personally select, as readers of Mill & Factory, their most important sales contacts.

In MILL & FACTORY you have the only industrial publication specifically designed to do industrial advertising's first and most important job — to back up your salesmen by reaching the same men they must see to sell your products!

*Based on the conservative estimate of 5 calls per day per salesman.

Mill & Factory

205 East 42nd Street
New York 17, N. Y.
A Conover-Mast Publication

ABP ABC



MILL & FACTORY REACHES THE MEN, REGARDLESS OF TITLE, YOUR SALESMEN MUST SEE TO SELL!

on plain bottles. Walker's multi-million-dollar investment in packaging machinery last year was made in the full knowledge that use for only one holiday season would not justify the outlay.

In modified form, the concept of a gift wrap with removable brand identification found its way into several other firms' plans late last year and again this fall. But Walker's 40 different packages achieved by various combinations of foil and ribbon outnumber any competitive firm's pre-wrap range yet announced.

"Naturally a most difficult part of our '55 and '56 planning has been how to obtain an objective appraisal of our position," Corbit explains. "Views of salesmen, dealers and distributors have helped, but headquarters executives have all acquired first-hand knowledge by taking temporary clerk duty in package stores.

"Among questions for which we sought answers were these: What determines a customer's selection of Walker in preference to some other brand, and what determines the opposite choice? Are Luxury Wraps and our other product features really good sales arguments?"

Research a "Must"

Corbit finds there are at least two good reasons for not making product style changes without adequate preliminary research. Changes in sales and promotion policies instead of in concrete factors often achieve the desired volume improvement with less cost and trouble. Also, policy failures are easier to discard in the organizational side of things than if they are enshrined in glass or a blueprint that bears one or two vips' okays.

"Gift paper shared the honors with foil last year but for 1956 we have gone over 100% to Reynolds aluminum wrap. Hand-tied bows of Minnesota Mining and Manufacturing Co. cellulose ribbon now distinguish Canadian Club and DeLuxe. This involved no drastic redesigning this year, such as can lose a product some or much of the loyalty of present users. Instead of trying to trade on the industry emphasis on change for style's sake, our representatives can reassure dealers that they are getting an improved version of a package with proven performance. This way we take advantage of last year's momentum" Corbit points out.

"In addition, the foil and bows give any store a festive atmosphere such as a combination of drab brown bottles or decanters and lithographed display pieces could never produce. Our men urge that windows be packed solid with the yuletide wraps and every case of pre-wrapped bottles in stock be put on display."

Both before redesigning its package and afterwards, Walker has made sure that the broadest possible selling job was being done at all levels. To appraise this effort the distiller arranged for C. J. LaRoche, Inc., New York advertising agency, to make a survey in dozens of cities over the past two years. In each market tabulations were made of hundreds of answers to the question, "If you were offered a case of whiskey as a gift and price is no object, what brand would you select?" The LaRoche report gave Canadian Club a lead of "almost two to one over the next brand."

While crediting Luxury Wraps with a share in this achievement, Corbit notes nevertheless that "Dramatic, revolutionary features do not necessarily achieve a good, competitive position. It is usually easy to design a package superior to the competition's, but if the cost is too high the purpose is defeated. Corbit estimates that the hand-tied bows and foil on Canadian Club and De-luxe would cost a retailer some 33 cents per bottle to duplicate. The wraps on other brands would cost him about 21 cents. Comparable cost figures on competitors' decanters are difficult to arrive at, but in addition to the designer's fee and any necessary assembly-line retooling, distillers pay about 14 cents for each bare decanter and another 5 cents or so for the stopper. The additional expense of gilt trim or a gift carton would easily put a complete decanter assembly in the 25 to 30 cent bracket.

COMING SOON

"Could Your Salesmen Sell 27c Pipe Against 14c Competition?"

A case history sales story as told by the General Manager of Sales of the A. M. Byers Co.

Sales Management

In addition to the economies which Corbit anticipates now that Walker's major outlay for machinery is behind it, he sees retail sales furthered by more industrial and consumer gift business, a saving in labor and materials to the retailer and a saving in time to the customer as well.

An additional cost factor and possible warehouse drawback, although Walker reports "no complaints so far," resulted from the necessity of protecting bows in transit. A shipping carton 1½ inches taller than the normal case was developed for Canadian Club and De-luxe. Tight inner compartments prevent movement of the contents and an easy-opening feature avoids any damage that might result from use of a case cutter.

Improvements in the gift package include a switch from pressurized labels. Walker found that the supposedly easily removed brand label did not always leave the package undamaged. On the other hand, the similar label on top which was supposed to lift up for insertion of a card did not always hold well when stuck down again. A slip-off cellophane sleeve bearing the brand imprint now fills the first of these needs. A dab of glue holds the foil at the top but if a card is inserted the ribbon, which is on most packages this year, permits resealing. Paper gift wraps which were used on some lines last year have been replaced entirely by foil in several new designs. Adoption of Christmas tree balls as a design motif this year is the result of Walker's experience that retailers were not particularly interested in stocking gift-wrapped bottles for birthdays and other occasions.

Salesmen Put to Work

By and large, retailers took the firm up on its 1955 statement that wraps could be removed after Christmas and the store operator would not be stuck with a decanter. Indeed salesmen were frequently pressed into this service. On their post-New Year calls retailers would greet them with, "Think I'll keep a couple of cases in the wraps for birthdays but you can go to the cellar and unwrap all the others." However, Walker considers any such waste entirely offset by the unusually good selling year the wraps achieved.

Corbit attributes 30% of last year's holiday season sales to the gift wraps and reuse of a previous year's De-Luxe decanter on which Walker distributed the last of its stock. The firm's 1956 decanter, for its DeLuxe bourbon only, is patterned on one with which the company has had great success in Canada during the past two years.

Corbit, who is not working with as many unknowns as he did last year, has obtained from the directors a

How to get the best out of a salesman

SOLVING this problem is our profession—our life work here at Cappel, MacDonald. For 34 years, we have studied salesmen's motivations . . . discussed them with America's leading sales executives . . . tested and retested techniques. May we tell you some of the things we've learned?

The best routine is dull

Sound sales management is a day-to-day necessity. But salesmen grow weary of routine work that earns routine income to pay routine bills. They all dream of something extra, something they always wanted to have or to do.

It is our business to find that "something extra" . . . put it beyond their grasp but within their reach . . . and use it to motivate extra sales without disrupting regular sales department duties.

Self-applied pressure gets the best results

Salesmen can be led farther than they can be driven. Table-pounding and other forms of management pressure always reach a point of diminishing returns. Beyond that point, a man can be led only by his own desire for honor, for recognition, for symbols of success, for the approval of his family and associates.

C-M incentive campaigns provide such rewards, subtly encourage families to apply more pressure than management could profitably exert. That's why they get results!

Sales increased 220%

"We increased our business 220% during this period over the same period the year before," states a large wholesaler. "The contest was responsible for a large share of this. We are starting another to get our air conditioning sales started earlier than normal."

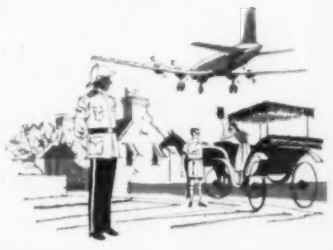
Service is free, prizes are self-liquidating

If you want to get the best out of your salesmen—without taking too much of your own time from vital routine—you need professional incentive campaign service. C-M employs 400 experts who will plan your campaign, create promotion material, and handle every detail without extra cost. Prizes, ranging from luxurious merchandise to fabulous vacation awards, are available at wholesale prices and carrier-resort rates. You invest only in printing; prizes are billed as won, paid for out of the profits from extra sales.

Get the facts now . . .

If you want to start your sales curve climbing, write or phone the nearest C-M office. No obligation, of course.

If you want free facts for your files, "Who's Selling Who?" tells how to get the best out of salesmen. Write on your letterhead to CAPPEL, MACDONALD AND COMPANY, DEPT. R-10, DAYTON 1, OHIO.



Reach your goal—with air travel awards!

You'll never know how good your salesmen are . . . until you offer the powerful incentive of air travel. Send them to Bermuda, Mexico City, sunny Arizona or Hawaii.

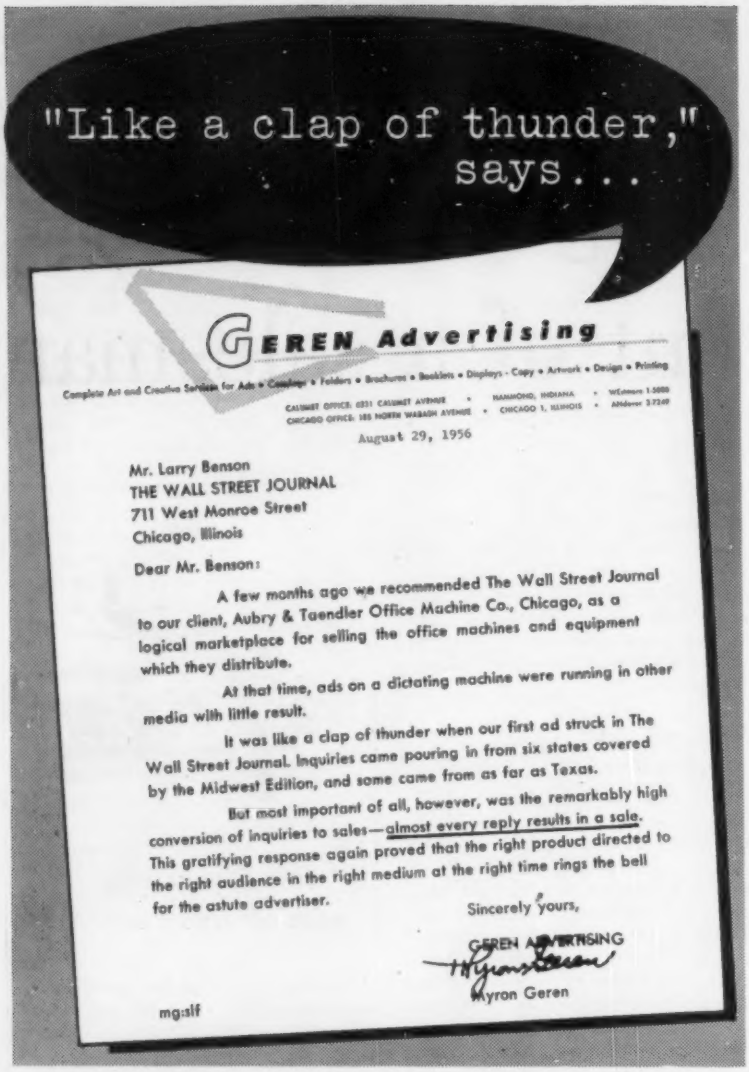
Offer glamor extras—fishing trips, native parties, thrilling sports events. Fly your guests there and back with a minimum of time off and a maximum of excitement—using the facilities of Cappel, MacDonald and its associates.

PAN AMERICAN

AMERICAN AIRLINES

CAPPEL, MACDONALD AND COMPANY

Dayton, Ohio . . . Offices in principal cities and Canada MERCHANDISE AND TRAVEL INCENTIVES



Some Inquiries Are Better Than Others

This happy advertiser has learned what so many other Wall Street Journal advertisers know: Journal readers are rarely idly curious. They want to know about products and services because they have reason to know. They are looking for ways to improve their business. When they inquire, a sale is nearby. Advertise in The Wall Street Journal for direct, traceable results that will make you happy, too!

Circulation: 413,576

THE WALL STREET JOURNAL

published at:

NEW YORK, 44 Broad St. and WASHINGTON, 1015 14th St., N. W. • CHICAGO, 711 W. Monroe St.
DALLAS, 911 Young St. • SAN FRANCISCO, 415 Bush St.

Christmas advertising budget half again as large as last year's million dollars. Media being used include *Life, Look, Time, Newsweek, U. S. News & World Report, Holiday, The New Yorker, Ebony, Fortune,* and SALES MANAGEMENT, newspaper ads in "every major city," and 30-sheet outdoor posters instead of the customary 24-sheet. As in 1955, emphasis will be placed on the three weeks preceding Christmas.

Point-of-purchase pieces include a self-service rack from which consumers can select the specific ribbon-foil combination they want on the brand of their choice. To help retailers solicit industrial gift business, Walker provides a cardboard carrying case which opens to display a selection of six wraps right on the prospect's desk.

Visual Aids for Meetings

With a sheaf of mimeographed charts and instructions, Walker's national program is broken down for the use of each distributive level including the retailer. Area managers like New York's Raymond Revit, vice-president, began the process with round table discussions of distributors taken by state or group of smaller states. The principal meeting aids used were a color film and a revolving panel set into a temporary partition. This served the same purpose as a flip chart with the additional advantage that brackets for holding bottles could be attached when desired. A light note was injected by the assistant operating the panel from the rear. On cue he would substitute a hastily scrawled "Not so fast!" or more critical comments.

Individual conferences with distributors followed at which details of bringing the program to their salesmen were arranged. Subsequent meetings at this level, conducted by Walker representatives, equipped distributors' men to translate the full force of the national program into each retailer's operation. **The End**

masonry building

singularly different . . .

Masonry Building's over 20,000 paid subscribers are among a specialized high buying power segment of the building industry who read MB because MB alone covers their needs editorially.

5 So. Wabash, Chicago 3



We know how to hold an audience...

When General Outdoor Advertising tells 'em, *you* sell 'em. GOA knows how to use all the advantages of outdoor for *your* advantage!

We *reach* your audience—folks see your story on the way to buy. We *hold* your audience by telling your story big, giving it color and dynamic simplicity. And your message is seen day after day, time after time! It's remembered, it sells!

And in 1300 GOA markets, you can be sure of effective locations, audited circulation figures, and superior service.

You can sell more with Outdoor. Let us tell you how. Call your local GOA office or write us in Chicago.



General Outdoor Advertising Co.
515 South Loomis Street, Chicago 7, Illinois

In 45 Days, $1,000,000 in Orders

Tomlinson of High Point previews its new "Sophisticate" furniture to 50 buyers from top-drawer department stores and makes a clean sweep. All 50 bought. On the average, they took 75 out of the 79 pieces in the new quality line.

BY HARRY WOODWARD



TIMELESSNESS . . . The charm of the old, simplicity of the new in this dining room by Tomlinson.



ELEGANCE . . . without clutter was one of Tomlinson's aims in its new line. This living room setting shows it succeeded.

TOMLINSON'S SALES STAFF had a final run-through on the new line before they showed it to buyers.



If, during this coming week, you should happen into Burdine's, Inc., one of Miami's swankiest stores, you would see the culmination of a furniture success story which began in High Point, N. C., two years ago. Burdine's part of the story began last spring when one of its executives hopped a train for High Point.

For last April a Burdine's executive was one of 50 buyers from selected top-drawer stores who arrived in High Point to witness the unveiling of a new line of furniture by the old-line manufacturer, Tomlinson of High Point, since the turn of the century one of the most respected names in the American furniture industry. And—almost unheard of on such occasions—the buyers had paid



THE SALES STAFF . . . at Koos Brothers, Inc., Rahway, N. J. store, got a thorough briefing on the "Sophisticate" line by Tomlinson executives.



BEFORE . . . this uninspiring setting was a floor of Tomlinson's factory. (see below)



INFORMALITY . . . with the balance of dignity helps "Sophisticate" sell. This was one of the room settings.



AFTER . . . and this was the result of remodeling to show "Sophisticate." The firm spent $35,000 to set up display rooms.

their own expenses.

Within 45 days after they had returned to their desks, Tomlinson had received commitments totaling $1 million. *All 50 buyers bought the line!*

What was going on? What generated all this excitement, this response to a line of furniture? This: For the first time Tomlinson was branching out from its traditional line of fine furniture, manufacturing a new and striking line that was neither traditional nor modern, that would blend happily with either. "Sophisticate" (the company's name for the line) is, as furniture goes, expensive.

It was two years ago that Tomlinson decided to break with its past and produce a line that would give expression to the trend of fusing the functionalism of modern design with the luxurious, timeless quality of fine traditional furniture — a line that would fit in with today's flexible, servantless pattern of living. It was to be furniture easy to maintain, offering a wealth of storage space. Often the individual pieces would have to serve several purposes. Today's houses, for the most part, are compact.

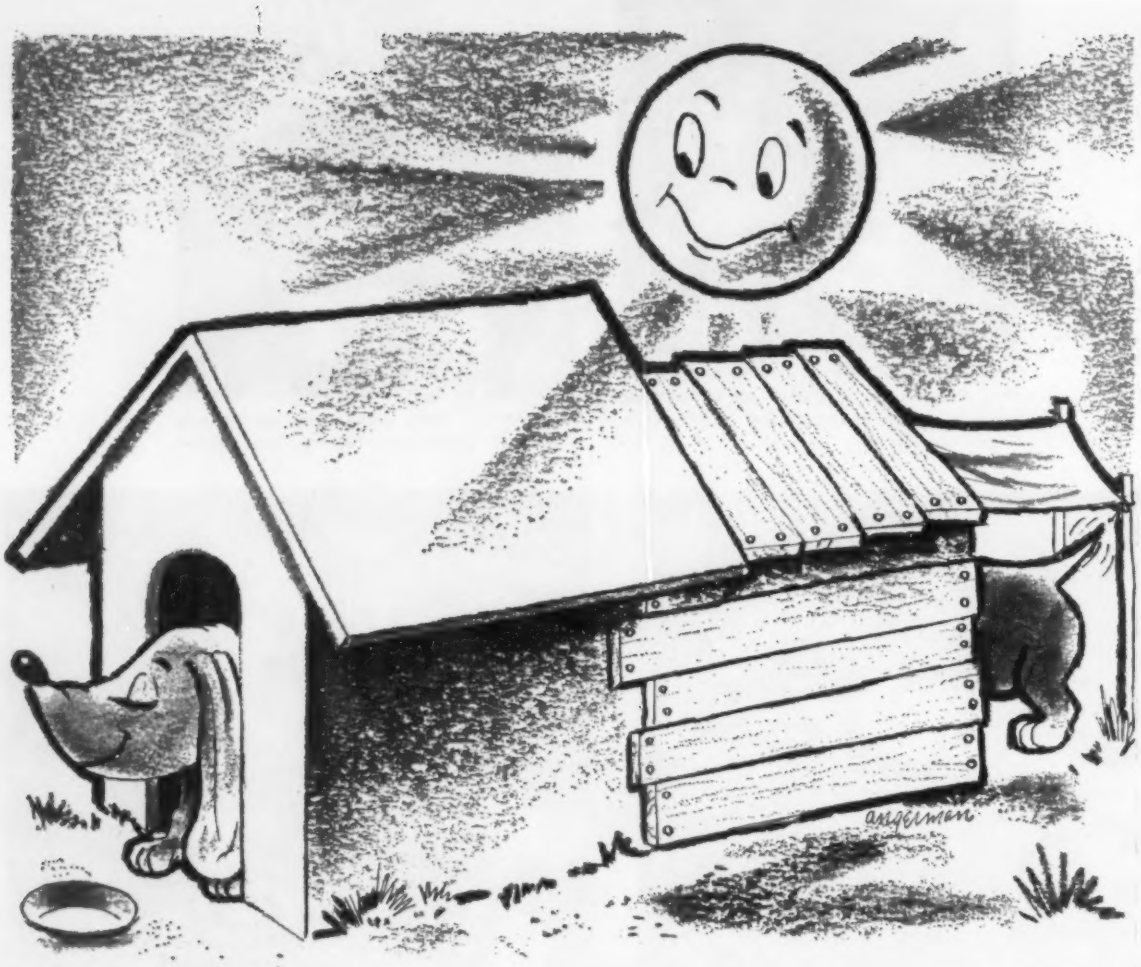
Before Tomlinson produced the first piece design, research, model-making raw materials had eaten up $500,000. Woods had to be specially ordered — such exotics as Japanese Tamo, African Sebra. Production of its other lines had to be curtailed.

But Tomlinson bet on its extensive research, the prosperity of the country, the public's desire — and its means — to buy the best for the new houses it had built within the last few years.

The company elected to stage a three-day preview of the collection, to be held four days before the opening of the April 1956 furniture market in High Point. Only representatives of the 50 carefully selected stores would be invited. Around $35,000 was spent to remodel an entire floor of the warehouse and to decorate it with room displays, as a proper setting for the showing.

While models of the new collection were going into production, a chain of other activities was set in motion. Aim:

1. To get the representatives of all 50 stores to High Point for the spe-



still more coverage* where it's needed...

Give or take a handful, N.E.D.'s circulation in worthwhile plants in all industries is up another thousand copies this month. And we're not through with the job yet!

Another group of plants employing 500 or more is now being studied *individually* to make sure the growing list of key buying influences is contacted each month by N.E.D.

The end result of this continuing program is *more effective coverage* and *greater readership* for your advertising message in N.E.D. . . . the kind of low-cost coverage and readership that pays off in immediate business.

Write for a copy of "How to Reach More Links in Today's Industrial Buying Chain," for more complete information.

***NOW!** Over 78,000 COPIES (Total Distribution) 234,000 READERS in 43,000 PLANTS*

A PENTON PUBLICATION

NBP BPA

1213 W. Third Street
Cleveland 13, Ohio



cial showing, which entailed overcoming the reluctance of executives to leave their stores oftener than is absolutely necessary.

2. To get initial orders of at least $500,000 from the first showing, so that production could proceed on the proper scale.

3. Crystalization of an advertising and promotional program for the collection. (Tomlinson's agency, Alfred Auerbach Associates, New York, specialists in home furnishings campaigns, started the ball rolling. Surveys were conducted to select a name for the new line. "Sophisticate" was finally selected from 250 suggestions. In the meantime a steady stream of newsletters went from Tomlinson to the 50 stores, informing them of the latest developments and plans. A special engraved invitation to the private showing was sent to individual buyers of the 50 stores and this was followed with personal telephone calls, letters and telegrams.)

. . . like "opening night"

On the night before the showing, the atmosphere at Tomlinson was very much like that backstage before the opening of a play on Broadway. The sets were ready, the show was prepared. What would the critics say? How would the audience react?

The morning of April 18, the buyers, from all over the United States, were in the Tomlinson building. First, William A. Tomlinson, president, welcomed them to the showing. Alfred Auerbach, president, Alfred Auerbach Associates, then spoke on recent developments in modern design and the significance of "Sophisticate" to the American home furnishings scene. Martin Schrader, Tomlinson account executive, followed with a detailed description of the promotional program and a presentation of the "Sophisticate" advertising campaign. Then, Sidney H. Tomlinson, Jr., vice-president in charge of marketing, spoke about the group itself.

After lunch, the store buyers were taken in organized groups through the "Sophisticate" showroom. Sidney Tomlinson says, "Within one hour after we took the buyers through the showroom, we knew we had a winner." The reaction of the buyers was instantaneous! When the tour of the display had been completed, the Tomlinson sales staff began selling. The remainder of that day and all of the second and third days were devoted to getting orders from the stores and helping them to plan their floor displays for "Sophisticate."

Results of that three-day showing: All 50 stores that Tomlinson wanted to handle "Sophisticate" bought the collection. The company had orders totaling $1 million in hand, twice the amount originally aimed for.

All stores agreed to the conditions laid down by the manufacturer for handling "Sophisticate." Tomlinson, convinced that it has a collection of major importance, wanted to assure "Sophisticate" a dramatic presentation to the public. A list of all accessories used in Tomlinson's own installation, largely responsible for the immediate impression the collection made on the dealers, was given to the retailers for use in their displays. Tomlinson insisted that dealers stock all the major pieces in the line.

The stores not only accepted the display space minimum, but most indicated they would go considerably further. All bought the major pieces across the board, and took, on the average, 75 out of the 79 pieces in the line. This degree of across-the-board buying, while not unusual on low-price furniture, is rare in high-price collections.

After the High Point showing, Tomlinson stayed in close touch with



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Displaymaster

the Ring Binder that STANDS, SITS or LIES FLAT

to get your prospect's attention

At a flip of the fingers, it becomes a hard-hitting sales tool. Displaymaster props up at a 30° angle when prospect is standing, 60° when prospect is sitting. This better vision means better presentation. Sets up and takes down in a flash; no fussing with gadgets.

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Sales-Tools, Inc.
1704 West Washington
CHICAGO 12, ILL.

all the stores through newsletters and personal calls. Many stores submitted floor plans, and Tomlinson in many cases worked out variations of its High Point exhibit to fit the stores' individual requirements. Also, each store's promotional plans for launching "Sophisticate" were worked out in detail with the close cooperation of the manufacturer.

The Sales are *Planned*

Tomlinson's own national advertising campaign on "Sophisticate" is spearheaded by full-color spreads in the October issue of *House Beautiful* and the November issue of *House and Garden*. For local campaigns the company has given the stores a complete promotional package which includes:

1. Five full-size retail ad layouts which permit dealers flexibility in determining the final appearance of their advertisement. Suggested copy is set in type and printed on the layout. With it, each dealer received a wide selection of photographs and of art work by a leading commercial artist, from which he can pick the illustrations for his ad. Mats of the art work and of the "Sophisticate" logotype are available for the stores that do not have their own art departments.

2. A 16-page, fully illustrated, consumer brochure on the "Sophisticate" collection. The brochure is done in two colors, and has a four-color cover which is a reproduction of a two-page "Sophisticate" consumer advertisement.

3. An onion skin envelope enclosure.

4. An 8-page brochure with line drawings of the collection for stores that want a more extensive mailing booklet than the envelope enclosure.

5. A leather-bound "Sophisticate" catalog with full-page photographs of the complete collection.

6. A 4" x 6" individual finish panel of each of the five different woods used in the collection. These panels come in an attractive leatherette box.

7. A sales training manual which contains everything a floor salesman needs to know about "Sophisticate." Copy next to line drawings of each piece in the line gives a complete description. Story of the design theme and the materials is also given. The manual is pocket size for the salesmen's convenience.

8. Fifteen 3-D color slides of "Sophisticate" room settings for "in the home" selling.

An unintentional but welcome side effect of the High Point showing by invitation only and of the fact that no photographs or sketches of the collection were released even to the stores that bought "Sophisticate," was the development of an intense curiosity in the trade. Requests poured in from dealers who had not been invited to the showing to be allowed to look at the collection. Tomlinson answered each, explaining that at this stage production on "Sophisticate" was limited, but that as soon as the company could take on additional outlets, the line would be shown to the dealer for his consideration.

Finally in April, the press was invited to look at the new collection which was still literally under lock and key. The one condition laid down by Tomlinson was that nothing could be published on "Sophisticate" until September, after the collection had been introduced to the public by retailers. Reaction of editors who attended the High Point preview was enthusiastic. *House Beautiful* devoted five pages of its October issue to color and black and white photographs of "Sophisticate." *Good Housekeeping, House and Garden, Guide for the Bride,* such professional magazines as *Interiors* and *Interior Design* and such business publications as *Retailing Daily* and *Furniture Retailer* have stories and photographs scheduled for fall issues.

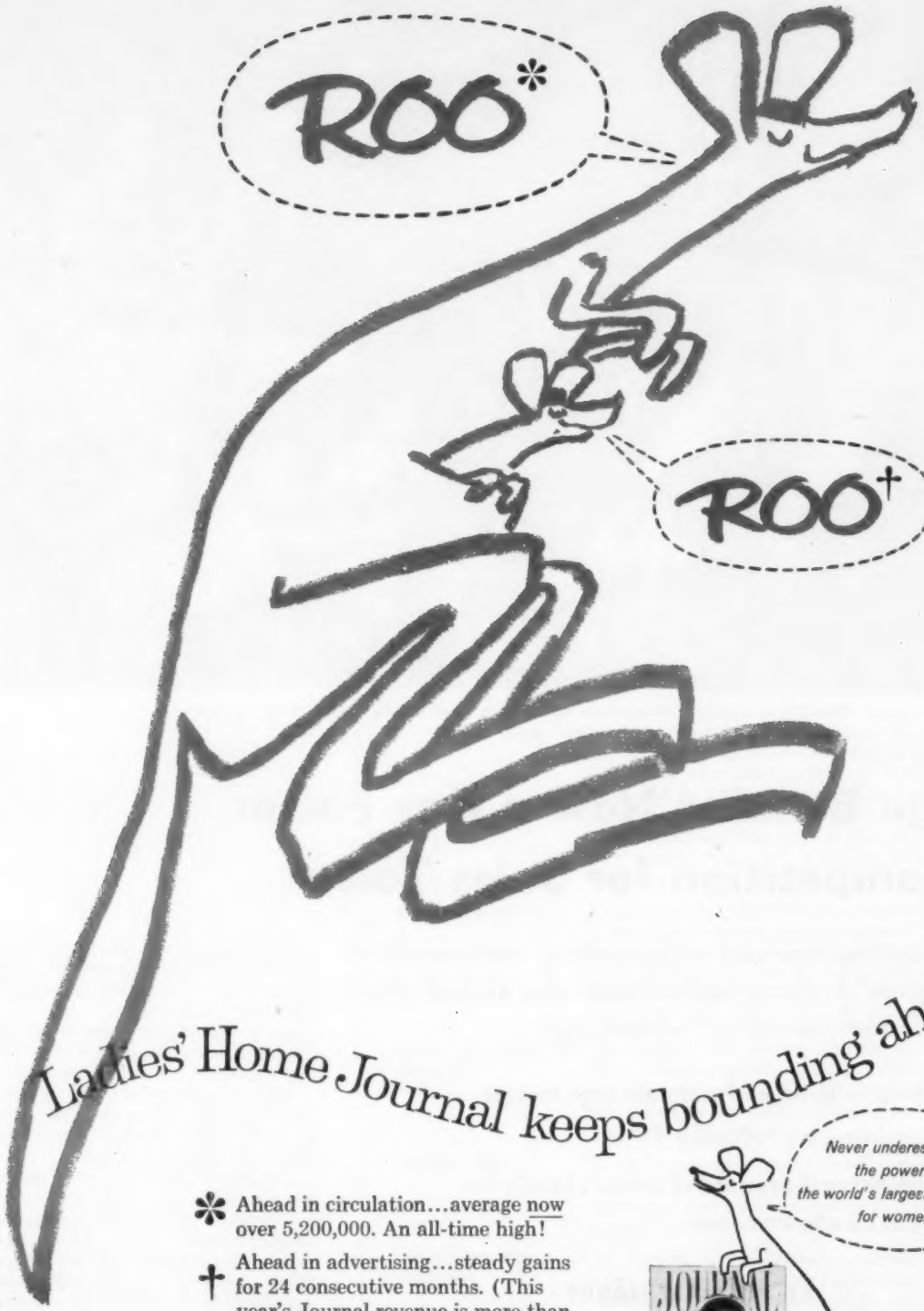
Immediately after the High Point showing, Tomlinson placed additional orders for materials for twice the originally planned production volume. But the company intends to keep "Sophisticate" on an exclusive distribution basis indefinitely.

Stores Spent *Their* Money

Backing up its line, Tomlinson will spend over $100,000 for advertising during the next 12 months. Ads will appear in such class publications as *Town and Country, House Beautiful, House and Garden,* and *Interior Design.*

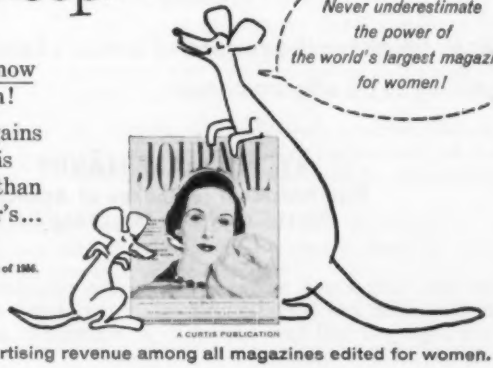
And already, most of the 50 stores that bought have run their own newspaper ads on "Sophisticate." In New York, W & J Sloane and Lord & Taylor have run full-page ads in *The New York Times.* In Indianapolis, L. S. Ayers & Co. has used two newspapers for a total of two-and-a-third pages. Willis Wayside, Norfolk, Va., used a full-page in color—feeling that only color could do justice to "Sophisticate." Rike-Kumler Co., Inc., Dayton, also has run a full page.

The Tomlinson gamble seems to be paying off. **The End**



Ladies' Home Journal keeps bounding ahead!

Never underestimate the power of the world's largest magazine for women!



* Ahead in circulation...average now over 5,200,000. An all-time high!

† Ahead in advertising...steady gains for 24 consecutive months. (This year's Journal revenue is more than $2,000,000 higher than last year's... another all-time high!)

Above figures based on publisher's estimates for first 9 months of 1956.

No. 1 in circulation... No. 1 in newsstand sales... No. 1 in advertising revenue among all magazines edited for women.



TODAY, the typical salesman's family can look to the future with confidence, reassured by new security benefits his job affords.

Fringe Benefits Now a Key Factor In Competition for Sales Talent

Besides cutting the cost of recruiting, well-conceived "plus factors" in compensation plans offer at least three other important management advantages:

- ★ They help to build and maintain high morale.
- ★ They improve job "climate."
- ★ They heighten the regard of a man's family for selling as his chosen career.

BY WILLIAM HARDY
Vice-President in Charge of Agencies, West Coast Life Insurance Co.

Have you interviewed many candidates for selling jobs lately?

If you have, you will have noticed that one of the first questions asked by the candidate after preliminaries are out of the way is, "Do you have a retirement plan for your sales force?"

The next question usually concerns vacations with pay: salesmen feel they are entitled to them just as much as home-office employes.

They inquire into whether group life insurance is offered, not only for themselves but for their dependents.

They want to know if they will be able to participate in a hospitalization or other health insurance program. They ask about sick leaves.

Prospective salesmen—those entering the field and those considering a change of employment—today invariably compare what companies offer in employment benefits over and above salary and/or commission. They are quite likely to choose the firm offering the most in fringe benefits. The younger men are thinking more and more in terms of "security" for themselves and their families in choosing careers or considering employment.

Because this interest in security is a relatively new trend in the field of selling, it is deplored in some man-

agement circles and viewed with alarm by sales executives trained in the school of hard knocks and the climate of rugged individualism—always most rugged for the beginning salesman. Without analyzing the merits of the development, let us examine the situation that exists. For the fact is that more and more companies are giving more and more in fringe benefits to their salesmen. Why are they doing this? What are the advantages?

As every sales executive must recognize, we are today in the toughest market ever with respect to sales material. Not enough promising college graduates wish to make selling their life work. And not enough of those who do feel enthusiasm for selling are given the kind of encouragement and guidance to keep them from becoming discouraged and deserting to other careers.

Why the scarcity of young men eager to learn to sell? There are probably two main reasons:

1. Selling has not kept pace with other occupations in the economic security offered to the beginner, and in the cradle-to-grave protection for the breadwinner and his dependents available to those who enter other trades, occupations or professions.

2. Selling has been very inadequately merchandised as a career. We know now that sales executives must get behind the move to recruit ambitious young men before their education is completed and sell selling as a profession and a good life—good in every sense.

One important way to sell selling is to make it attractive in terms of modern standards of living—of economic security, to use the term that is on the tongue of every young job seeker today. First step is to grant salesmen all the fringe benefits granted "inside" employes of the company.

One of the bitterest and most persistent gripes of salesmen—and potential salesmen—is that they are left out in the cold when it comes to the growing list of employment advantages practically every company now gives its other employes. It is a fact that most firms do not include salesmen in their various employe welfare programs, or do not include them fully. Reason generally given is that the salesmen, as commission employes, can afford to plan for and buy their own present and future security, health protection and the rest on into retirement.

Today's young men do not see it that way and, as important or more important, their wives do not either. Do any of us know how many young men, engaged or newly married, are influenced away from sales careers by the distrust of selling held by the women who are closest to them? You can hear the arguments: "You mean, you'd be out on the road traveling most of the time? If you're located here, you might have to be out seeing clients evenings or week ends? You'd be bringing work home?" There must be something worth-while, something extra, to set against this picture of the lonely, rugged, ever-on-the-go sales careerist.

Actually, we know there are some very attractive advantages to being a salesman—attractive to his wife and family as well as to himself. Let's stick to the economic advantages. Certainly, selling is one of the highest paid occupations in the world for the time put into it—first, in terms of initial preparation, next, in hours of work. I am referring now, of course, not to order takers but to true salesmen, those who motivate or stimulate sales.

In our particular field of life insurance, for example, a man I would call a true salesman is one who approaches each new sales prospect as a challenge, a fresh adventure in human relations. He acquaints himself fully with the human being he is dealing with, learns of his dreams, his hopes, his limitations and problems. He is of real help in guiding that man to greater economic well-being and se-

West Coast Life Offers These "Extras" to Salesmen

This Factor . . .	Provides for . . .
Group Life and Health Insurance	Accident, death, major medical benefits for the salesman and his family or dependents.
Pension Plan	Retirement at the end of 20 years of service, regardless of the age at which a man starts to sell for the company. If a man wishes to continue selling at the end of 20 years, he may do so; he draws his retirement checks anyway. For those who continue selling, the plan is extended for five years. If, at the end of that time, they still do not want to retire, the plan is refigured and the man is allowed another five years. After 30 years, retirement is obligatory.
Paid Education	Continued education, including textbooks and other study material, correspondence courses (on tax matters, for example). Most life insurance salesmen aim at getting a CLU degree (Chartered Life Underwriters). The company gives them all necessary aid to this end.
Pay Roll Deduction Services	Accounting and routine incident to deductions salesman wishes to have made from his earnings and applied against his chosen form of savings, or for additional insurance for himself and/or his dependents.
Family Aid	In the event of a man's death, payment to his family, over a period of years, of his projected earnings. The period is figured in accordance with length of service.
Miscellaneous Benefits	A number of additional accommodations, some depending on the requirements of the individual or the exigencies of his assignment.

"This is not looked upon by the company as a static program, but one subject to continuous review in terms of changes in the economic or social climate."

RESEARCH DIRECTORS

ELIMINATE YOUR INTERVIEWING WORRIES:

Highest Quality Interviewing for your marketing and opinion surveys is assured when done by Crossley, S-D Surveys' recently combined field staffs.

You will have available: more than 1000 interviewers from coast to coast, all personally selected, thoroughly, uniformly and continually trained.

Your work will be under the watchful eyes of: 134 specially trained and experienced local supervisors.

Your interviewing will be done by: hourly wage-earning employees under an incentive compensation plan based upon quality of workmanship. (IMPORTANT: Legal requirements restrict supervision unless interviewers are bonafide payroll employees.)

You can be assured of: airtight validation, completeness and editing by local and headquarters supervisors.

Your risks are minimized because: liability insurance covers damage and injury claims from products on test or accidents by interviewers while working on your project.

CROSSLEY S-D Surveys INC.
642 FIFTH AVENUE, NEW YORK 19, N. Y.
Plaza 7-5560

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STEWART, DOUGALL & ASSOCIATES



GET YOUR POINT ACROSS FASTER, EASIER, BETTER...

WITH THE **VU-GRAPH 55**



VU-GRAPH 55, the new portable Overhead Projector, communicates your sales ideas quickly and accurately. It projects transparencies and overlays in brilliant color. Even projects your own writing **as you write!** Weighs only 18 lbs. in durable case. $155.00 complete. Write for a Free pamphlet.

CHARLES Beseler COMPANY
EAST ORANGE, NEW JERSEY
WORLD'S LARGEST MANUFACTURER OF OPAQUE AND OVERHEAD PROJECTION APPARATUS

curity through the insurance plan best suited to him and his ability to buy. He becomes the expert adviser on concomitant matters of taxation and details which are mystifying to most people. A salesman in industry, in general business takes the same thorough, constructive, professional approach.

A real salesman is still fundamentally an independent contractor. This is particularly true in the field of insurance selling, which I know best. It is true in most of the upper reaches of salesmanship. Every salesman is on his own once he is in the field. He is not, in the strict, home-office sense, an "employe." There are too many circumstances, often unforeseen, in which he must think, plan, and act for himself.

Yet salesmen, more and more, are asking for benefits hitherto given to those who are employes in the strict sense of the term. What happens in companies where these benefits are provided every member of the sales staff? My answers are drawn from the experience of my own company and from observation of what is taking place generally in the realm of sales. Extension of employment benefits over and above compensation and ordinary fringe benefits to salesmen usually has these advantages:

Plus Factors for Management

1. It makes recruiting of sales candidates easier.
2. It helps to hold salesmen already on the staff.
3. It contributes to morale.
4. It improves the job climate.
5. It predisposes a salesman's wife and family to appreciate his occupation.

So long as good sales material is scarce and getting scarcer, a sales organization must compete with every other one for the best men. It becomes clearer every day that more and more young men are putting long-term benefits — retirement income plans, inclusive medical insurance, paid vacations and longer vacations based on seniority rating, the gamut of group insurance for themselves and dependents — ahead of more immediately attractive conditions. Companies that do not give these benefits to salesmen do not attract the more stable candidates, or else they find the candidates preferring work in departments other than sales. As long as salesmen are, in a sense, discriminated against in the matter of fringe benefits, the reputation of selling as a career will suffer among young men choosing a career.

Perhaps more companies are extending fringe benefits to salesmen to improve their recruiting opportunities than for any other reason. But the practice is equally potent in holding good men. This is particularly true during the first two or three years of sales employment for it is in this period that most of the turnover occurs. A good, comprehensive fringe benefit program makes a young man think twice before quitting, makes him try harder to hold the job and succeed in it.

Fringe benefits of all types have been found to be the greatest of morale builders for salesmen. And salesmen do need to have their morale sustained. Many of them, once the training and probationary period is over, are working on commission. The existence of the long-term and cumulative benefits we have listed helps to give them a sense of security, of belonging, of being a part of the organization in the fullest sense. They can feel that they have the same stake in the company that every other member of the organization has, and that the management is concerned, not alone with what they are bringing in in sales, but what will become of them in the future. Perhaps salesmen more than office workers have cause to be concerned about the slowing down of middle life and the handicaps of old age, for selling is a pretty strenuous occupation.

Family More Content

If a man believes, over the years, that in addition to enjoying his work he has as good a deal as he might get anywhere, the whole job climate is bettered. Resentments arise less frequently on the part of the man and his family.

Our company is not alone, I feel sure, in having a genuine concern for the contentment, the peace of mind and general lifelong welfare of the men we engage to sell and of their dependents. When we form a work association with a salesman we feel that the association extends to his immediate family. In a real sense they are added to our organization. This seems to me to be the attitude of most modern company managements and it is becoming more and more that of sales management. That is another reason why fringe benefits for salesmen are being welcomed by modern-minded sales executives, for they are finding that the wives of salesmen, in particular, are more content if their husbands are assured the same employment benefits they would receive if they were in a non-sales capacity in the same company. **The End**



keeps household goods

"Fresh as a Daisy"

You'll like the way a ®Sanitized United move keeps furnishings fresh and clean . . . reduces the hazards of harmful mildew, mold and odor . . . makes moving so much more pleasant. And this exclusive United safeguard—the same hygienic protection used and approved by leading hospitals and dairies—costs nothing extra. See yellow pages of your phone book for name of your nearest United Agent.

GO SAFER . . . GO ®SANITIZED . . . GO UNITED

United VAN LINES, INC.

UNITED VAN LINES (CANADA) LTD.

Broiling in a cold oven

Manufacturing view at the Tappan Stove Company. This plant, located at Mansfield, Ohio, covers over 300,000 square feet. Newest Tappan electronic range cooks with microwaves—the same energy that transmits the UHF signal on your TV set. It will bake a potato in five minutes . . . a two-layer cake in six minutes in a cold oven. Microwaves are absorbed by the food and set up friction between molecules to cook it.



Bought by the men

American Machinist

HELPS YOU SELL...

Metalworking plants such as Tappan Stove Company where 90.65% of purchase dollars go for machinery, materials, parts and supplies needed for production

THIS PURCHASING PATTERN is evidence of the volume buying decisions made by Metalworking company production engineers and executives all over the country.

These same men continuously strive to execute intelligent purchases by judicious selection from dozens of competing sources. A problem in itself . . . a problem of capturing top value for each dollar spent.

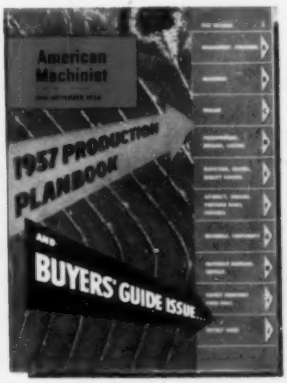
To help you establish the most favorable climate for selling your brand — put your advertising in *American Machinist*. It is actively read by over 38,000 Metalworking production engineers and executives — many thousands more than subscribe to any other Metalworking magazine.

In this way you'll maintain your brand identification . . . build brand preference . . . sell the merits of your products *to the people who count*.

who buy for Metalworking . . .

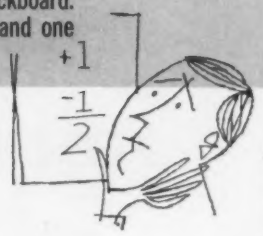
McGRAW-HILL MAGAZINE OF METALWORKING PRODUCTION
McGRAW-HILL BUILDING, NEW YORK 36, N.Y.
PUBLISHED EVERY OTHER MONDAY
MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
AND THE ASSOCIATED BUSINESS PUBLICATIONS





WHEN 1 MINUS 1 EQUALS 2

AT YOUR next sales meeting ask your salesmen, "What ONE feature of our product most helps to sell it for us?" Write their answers on a blackboard. But ask for one feature that gives the prospect a positive benefit, and one feature that helps the prospect to eliminate a worry.



Our Product's Feature:

Positive Benefits	Worries Eliminated
More:_____	Less:_____
More:_____	Fewer:_____
More:_____	Less:_____
More:_____	Fewer:_____
More:_____	Less:_____

How Your Salesmen Can Help You Develop Best Product Points

BY WILLIAM J. TOBIN

The inspiration for the above sales meeting device is partially due to William Ingram, partner, Sales Analysis Institute of New York City. Ingram's sales training techniques emphasize, as they have since his father organized the business 25 years ago, the "how" of making 1 minus 1 equal 2 in sales interviews.

The most important part of the inspiration, however, came from a breakfast confab staged by Research Institute of America for 45 winners of the Distinguished Salesmen's Award contest staged by National Sales Executives, Inc. Sum of what the majority of these sales champions said about success in selling was: *What salesmen need most to succeed is more product knowledge . . . and more training in the use of this knowledge.*

This meeting device:

1. Suggests an easy way you can provide product knowledge and train *your* salesmen by tying product knowledge to customer benefits.

2. Gives you an opportunity to emphasize the importance of sales preparation *before* the sales interview.

3. Permits you to accent the selling importance of positive *and* negative *customer benefits.*

4. Points out how to conduct a sales meeting as short or as long as you need, with a minimum of training aids and preparation.

Before your meeting: Read this outline carefully. Then, review the three or four product features your salesmen will suggest when you pose the question:

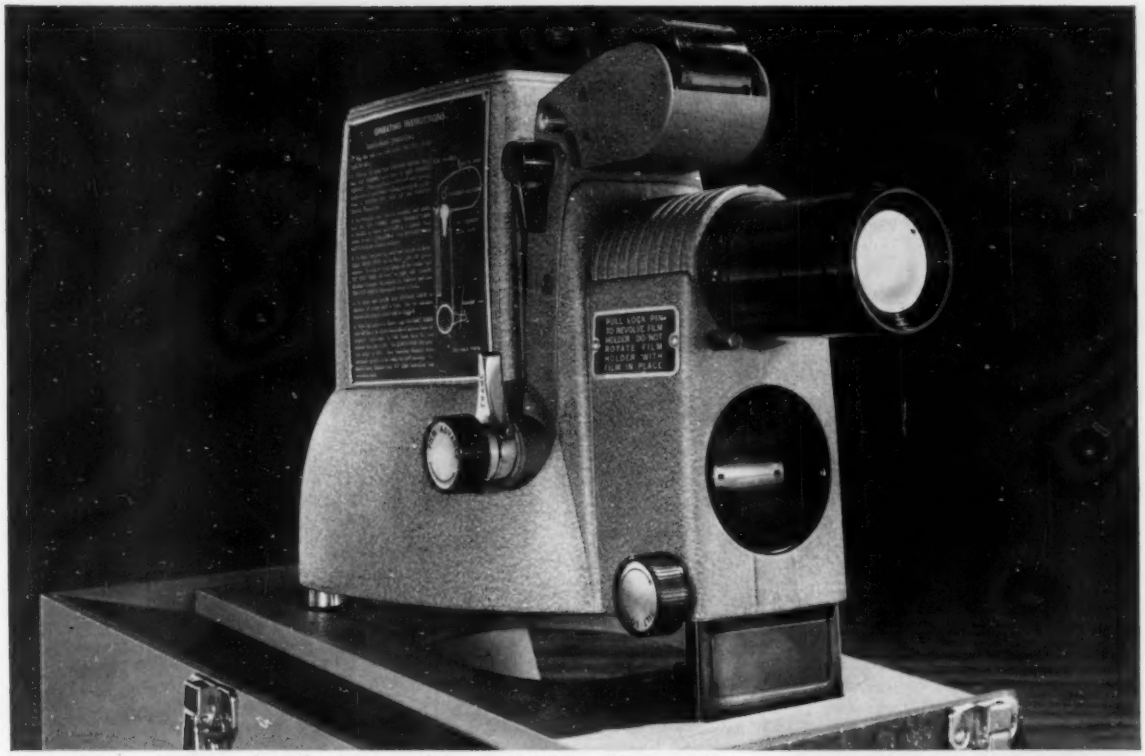
"What *one* feature of our product most helps to sell it for us?"

HERE'S WHAT YOU DO

Write out the question: "What *one* feature of our product most helps to sell it for us?" Below it write the equation "1 — 1 = 2" and let your salesmen puzzle over it for a minute.

HERE'S WHAT YOU SAY

"I'd like you to give this question and the equation below it some serious thought. When we've finished talking about them I think you'll know more about the important factors which motivate prospects to buy our product (or service) than you ever thought possible. And you will even agree that 1 — 1 = 2."

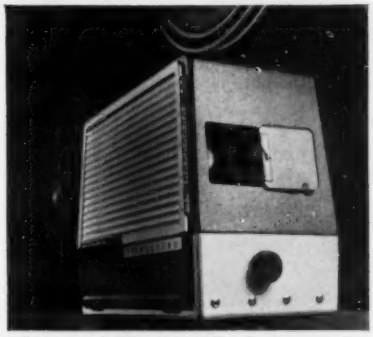


Versatile New Projector for Filmstrips or Slides. Bell & Howell's Specialist multi-purpose projector handles a variety of requirements: single or double frame filmstrips or 2x2 slides. Runs manually or accepts Selectron tray-loading changer. Adapts quickly to sound with DuKane Recordmaster.

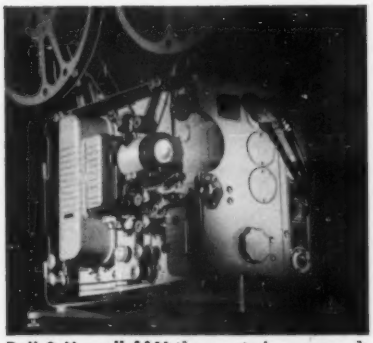
Here are the latest tools for business communications

FINER PRODUCTS THROUGH ***IMAGINATION***

Bell & Howell



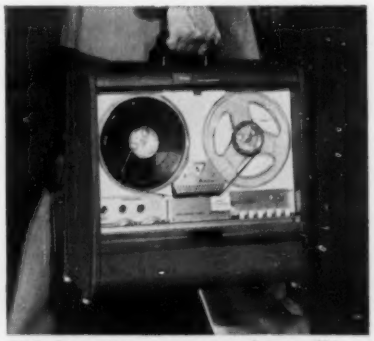
Filmosound 385 Specialist is famous for amplifier and speaker power, jeweled parts for longer life, flickerless projection.



Bell & Howell JAN throws twice as much light as a standard 1000-watt, 25-hour projector. Excellent for large meetings.



Bell & Howell Specialist tape recorder has unique 4-speaker sound system. Ideal for rehearsals, conferences, sales training.



TDC Stereotone tape recorder combines portability with quality performance features—10" speaker, three-motor drive.

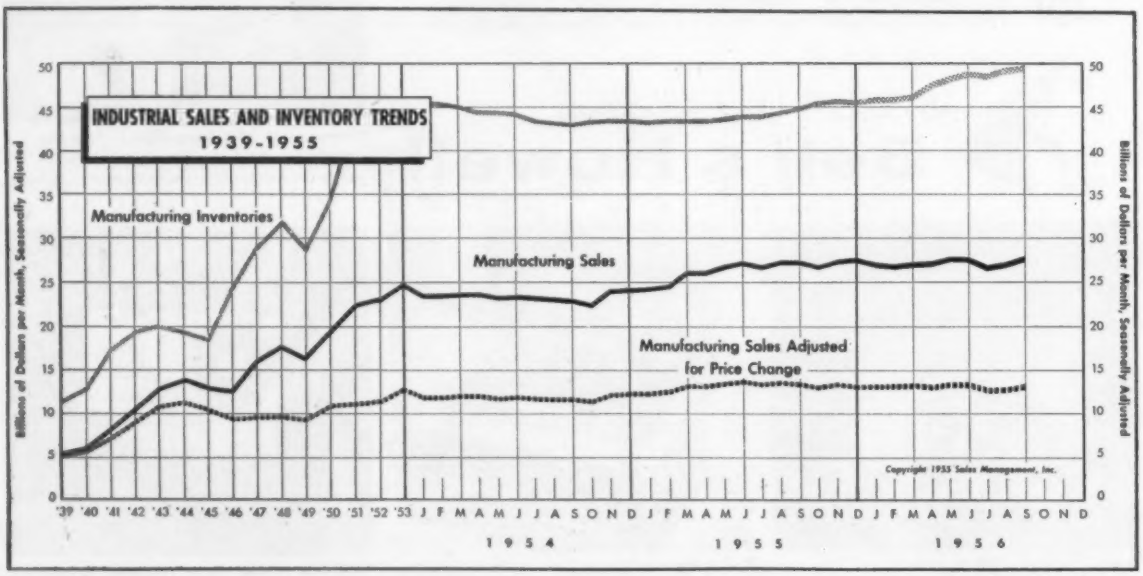
See your Audio-Visual dealer or write Bell & Howell, 7190 McCormick Road, Chicago 45. In Canada: Bell & Howell Ltd., Toronto

HERE'S WHAT YOU DO	HERE'S WHAT YOU SAY
Point to your question:	"First, let's have half a dozen good answers to the question. Just what feature of our product do you feel moves most prospects to buy it? Tom, what do you think it is?"
Secure a *full* discussion of the question from every member of the staff, try for general agreement on the *one* most important product feature. Don't push, though; focus on one, keep the others in reserve.	"Quite a list. But, as you've indicated, this product feature (repeat it) is the one we all seem to think is the biggest motivator of them all. Now, let's see what we can do with it. Let's think of (1) the *positive* benefits the customer gains as well as (2) the *worries* he is relieved of as a result of this feature.
Suggest that the salesmen draw up a 2-column analysis similar to the meeting aid drawn below. Have them head one column "Positive Benefits" and the other "Worries Eliminated." Below a *blowup* of a meeting room display of your 2-column analysis write in the signs for plus (+) and minus (—).	"Notice what we are doing. In effect we are making a profit-and-loss statement for the next prospect we call on. But notice, too, that however you look at it the positive benefits *and* the worries eliminated all add up to customer benefits. Let's see, what are these plus and minus benefits?"

For the Rest of Your Meeting

Strive for as complete a discussion as time permits. Your objective is to secure as much constructive thinking as you can about the *meaning* of the product feature to customers. The *positive* benefits you are after are those which indicate the customer gets more for his money. Example: More production, more return on each dollar invested, more time to devote to other jobs, etc. The "worries eliminated" are those which highspot what it is the customer *has less of:* Fewer worries about maintenance, less overtime, fewer employes to eat up profits or add to pay roll expenses, fewer supervisory problems, fewer rejects, fewer customer complaints, etc.

If you have the time, repeat this procedure for the product features you held in reserve. Then summarize, return to your premise and the equation by saying something like: "However you look at it, a positive benefit plus a negative benefit adds up to two customer benefits, doesn't it? One minus one does equal two for us — *and our customers* — when we do this kind of constructive selling, don't you agree?" Emphasize the importance of this thinking and the value of this kind of preparation *before* the next sales call. Suggest that the men ask themselves the question: "What product feature is *most* likely to move the next prospect I see *to buy?*" You might distribute copies of the meeting aid to help them prepare a better sales talk. **The End**



INDUSTRIAL SHIPMENTS in September continue to recover from the strike bound July levels as steel output began to exceed capacity levels. Despite the fact that auto shipments in September sank to the lowest level since July 1952, industry observers expect rapid buildup of new model output schedules to set new records by the year's end.


Waiting for the big splash
"Look! It flies!"
Some Famous
FIRSTS
in Los Angeles...
Fare: A dollar a head
"Gentlemen, I salute you!"

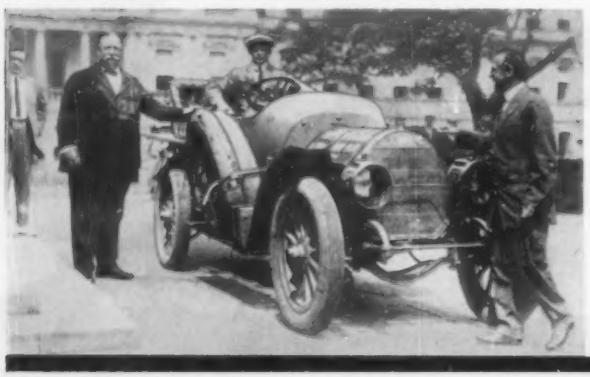
LOS ANGELES, 1885 – The first big westward migration to Los Angeles was in full swing, triggered by a rate war between the Southern Pacific and Santa Fe railroads, which drove the fare to Los Angeles down to as little as a dollar a head. Up to five trainloads of newcomers arrived daily, seeking new land and new opportunities in Southern California. By 1890, the population of Los Angeles had risen to nearly 50,000, as compared to 11,000 in 1880.



•

LOS ANGELES, 1956 – *The county population of Los Angeles today totals 5,300,300—an increase of 1,148,613 over the 1950 Census figure, 2,514,657 over the 1940 total. Newcomers are arriving to take up permanent residence at the rate of 613 per day.*

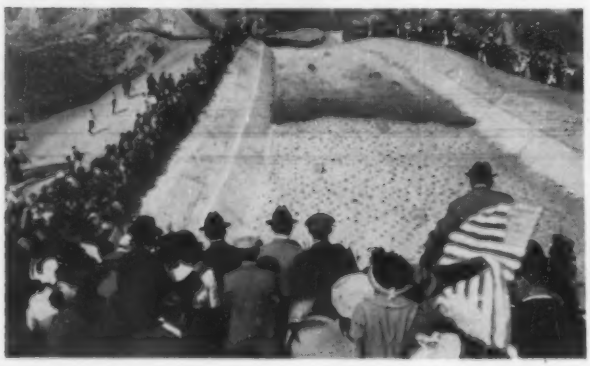
LOS ANGELES, MAY 6, 1912 – The high-wheeled car selected for the Ocean-to-Ocean Highway Expedition, sponsored by the Los Angeles Times to dramatize the need for adequate cross-country highways, crept out of Los Angeles and made its slow and painful way eastward. On July 12, the car rolled into Washington D.C., having fought its way along primitive roads and through some places where there were no roads at all. At the White House, President Taft met the exhausted and mud-caked three-man crew with the words, "Gentlemen, I salute you!"



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LOS ANGELES, 1956 – *Today in Los Angeles more than 2,300,000 cars (more cars than are registered in 41 of the 48 States) speed along the world's most modern freeway system. Los Angeles County is second in the nation in Automotive manufacturing.*

LOS ANGELES, NOVEMBER 5, 1913 – 40,000 people gathered at the spillway of the new Los Angeles aqueduct to cheer a welcome new arrival —water from the Owens River valley, 300 miles away. The new aqueduct, strongly sponsored and supported by the Los Angeles Times, made the future of Los Angeles secure, bringing vitally needed water to semi-tropical Los Angeles basin, clearing the way for tremendous new growth in population, industry and agriculture.



•

LOS ANGELES, 1956 – *Agriculture is big business in Los Angeles today, despite the population and industrial growth which has seen the conversion of thousands of farm acres to home and building sites. During 1955, Los Angeles County led the nation in gross cash farm income totaling $235,508,000.*

LOS ANGELES, 1909– In an abandoned church in Santa Ana, 25 miles from Los Angeles, a young man had been tinkering with a flimsy arrangement of bamboo, wire and fabric, assisted by his mother, who held the lantern which provided his only working illumination. A few days later, on August 1, he broke an opening through the wall of the church, wheeled his flimsy contraption outside, cranked up the motor, taxied down the turf for a shaky take-off. The plane flew. The young man's name: Glenn Martin.



•

LOS ANGELES, 1956– *Today more than 200,000 men and women work in the aircraft and parts industry in the Los Angeles area. Their earnings total more than $20,000,000 a week. The Los Angeles metropolitan area leads the nation in aircraft manufacturing.*

More than any other major American city, Los Angeles is a city of change— of growth, of tremendously burgeoning industry and population.

The quiet pueblo of 1881, with a population of eleven thousand, has become the vast metropolis, third largest city in the nation, within the 75-year lifetime of its leading newspaper, the Los Angeles Times.

The Times, founded in a tiny printing shop in 1881, has done its faithful best to foster and promote the development and civic health of its community over the years. Today, Los Angeles stands at the threshold of new opportunities, new growth, new "firsts" in science, industry and human relations. And The Times stands ready to continue the kind of community service which has earned the confidence and respect of the largest and most influential newspaper audience in western America.

FIRST IN THE NATION IN NEWS AND FEATURES
FIRST IN THE NATION IN ADVERTISING VOLUME

SOURCE: MEDIA RECORDS

Our 75th Year

LOS ANGELES *Times*

Nationally represented by Cresmer & Woodward, New York, Chicago, Detroit, Atlanta, San Francisco
A member of the Metro Sunday Magazine-Comic Network



Could You at Age 45 Start a Firm, See It Grow As Fast As State Farm?

The founder of State Farm Insurance was 45 when he started, and his rivals laughed at his plans. Now you may be one of four million users, buying through 7,500 agents.

State Farm Life Insurance Co., wholly owned companion company of the State Farm Mutual Automobile Insurance Co., reached a billion dollars of ordinary life insurance in force this month, October 1956. This milepost is generally accepted as the symbol of mature status in the life insurance business. It is an especially remarkable achievement for State Farm Life because it was attained through individual sales by agents in a shorter span of time than ever before in the history of the life insurance business.

Doing the impossible seems to be normal procedure at State Farm insurance companies. The State Farm Mutual Automobile Insurance Co. was founded by a successful farmer who had only a nodding acquaintance with insurance and who did not enter the insurance field until he was 45.

Rival insurance men laughed when they learned of his radical plans for running his insurance company. When it started business in 1922, farm incomes were low. Farmers were having trouble making mortgage payments and finding cash for food and clothing, and were not expected to be interested in intangibles.

Yet George J. Mecherle, who died in 1951, lived to see his firm become the largest automobile insurance company in the world, a position it has maintained for 15 years, with a current lead of more than half a million more automobiles insured than its nearest competitor. The State Farm sales, or agency, force, once represented by Mecherle in Bloomington, Ill., has grown to a total of over 7,500 men in every corner of continental United States (except the six New England States where agency growth is now in progress) and spread into Ontario, Can.

The agency force has undergone a major evolution in its character. From a part-time staff of farmers and county farm bureau agents the company has developed a force of full-time career-minded men.

The State Farm insurance companies are a group of three firms providing personal insurance protection for Mr. Average Citizen. State Farm Mutual Automobile Insurance Co., the largest of the three, is the parent company. It specializes in automobile insurance, and currently insures over four million automobiles. Goal is to insure some six million car owners by 1960. Policy-holders (or members) own not only the auto company but, indirectly, the fire and life insurance companies as well. The life company ranks among the top 50 out of nearly 1,000 companies in the United States and Canada in ordinary life insurance in force; the fire company insures property values at over 8 billion dollars. Assets of the three companies total nearly a half billion dollars.

Through all this coming-of-age, SF has stayed with its basic policy of offering topnotch insurance protection at rock-bottom prices. The fact that over a million and a quarter claims were paid last year, with the auto company paying out over $100 million in the process, is a further measure of the company's growth.

How State Farm gets the business. One of the "impossibles" was under-



A. W. Tompkins

Up from the Ranks

A. W. Tompkins, executive vice-president-agency, began his career with State Farm as a local agent for the State Farm Mutual Automobile Insurance Co. in 1925. He had seen service in World War I, served as a county agricultural agent and executive secretary for the South Dakota Farm Bureau Federation. In 1927 he was appointed SF state director for South Dakota and a year later most of North Dakota was placed under his supervision. He progressed through assistant superintendent and superintendent of agents in the home office to agency vice-president, a position he held until election in 1954 to his present post. He is a member of the board of directors and executive committee of all three SF companies.

Tompkins received a B.S. degree in Agriculture from South Dakota State College, Brookings, S.D. He is active in insurance, civic and church affairs. He is chairman of the building finance committee of the Wesley Methodist Church, YMCA board of directors, and for the past 20 years has been a national committeeman of the National Association of Life Underwriters.

taken in 1950 when the State Farm sales organization began its conversion from a part-time agency force to full-time career men selling SF insurance on an exclusive basis. Taking the clerical burden off the independent representatives was completely foreign to the casualty insurance business when it was introduced, but centralized billing and bookeeping in company home offices has paid off.

Having exclusive representatives has made it possible for State Farm, in its national advertising, to forge a strong marketing chain that extends from the pages of *Life* and *Reader's Digest* right down to George Jones, local agent.

According to A. W. Tompkins, executive vice-president — agency, that chain starts with the interested prospect who hears about SF from a friend, reads one of the SF ads in a national magazine, sees "Red Barber's Corner" (the SF sponsored NBC network television show Fridays, 10:30-11 P. M.), or sees the local advertisement of a State Farm representative. When Mr. Prospect learns the advantages of State Farm auto insurance and decides either that he wants it or wants to know more about it, the general advertising has done its work. It has attracted attention, developed interest, created demand.

Co-op Ads

Next step, of course, is to bring Mr. Prospect into direct contact with the person or place to give him more information about State Farm insurance so that he may buy it if he wishes. As a preliminary to this step, State Farm develops local agent identity by means of a huge cooperative program of highway signs, local newspaper advertising, direct mail, telephone solicitations, and other local promotion and advertising.

Final link in the chain is what Public Relations Director Robert Bischoff calls "everyman's buying encyclopedia," the classified section of the telephone book. It has always been a conviction among sales executives at State Farm that every advertisement must tell the prospect where and how to buy SF insurance —hence the use of directory pages to bring the prospect to the point-of-purchase.

At the end of 1938 State Farm Mutual had 476,638 policies in force. In January 1939, an aggressive campaign was launched to acquire one million policies by 1944. To support this drive, the agency department launched a national advertising program with a budget of $63,579





approved for 1940. Needham, Louis, and Brorby was retained as the agency for the program. This year the company will spend over $2½ million in national media and TV, with another million going into a cooperative program with agents at the local level. Virtually every advertisement is aimed at a single target: bringing the prospect to the local agent.

Survey shows results. This emphasis on the link between the buyer and SF agent goes much deeper than just good national advertising practice. Two years ago SF retained Market Facts, Inc., to conduct a survey. In what was probably the most extensive survey of the auto insurance market ever conducted, researchers held some 7,375 depth interviews throughout the entire SF operating territory. In addition, substantial motivation research was conducted. The information developed was summarized in 82 tables, one of which is reproduced below:

"For all groups insured, the most common pattern is for the individual to seek out the agent rather than the other way around. This tendency is particularly true for State Farm members—72% of whom sought out the agent the last time they bought automobile insurance."

"How many people sought agent first the last time they bought insurance?

State Farm Mutual 72%
Other mutual companies ... 65%
Can't remember company name ..... 64%"

In most insurance selling, much of the early training of the agent is devoted to "prospecting techniques." SF agents are no exception, and they do "prospect" hard and fast every day. But, the survey showed, roughly three out of every four of those insured by SF contacted the agent first. To SF top sales management this means that a simple but firm link between prospect and agent is an absolute necessity.

State Farm agents operate from a variety of office setups. About 1,000 have the store-front type of office, well identified and staffed by one or two assistants. The vast majority work full time from their homes, from upstairs office locations, or from other spots away from the main flow of shopper traffic. One SF executive puts it this way:

"When you look for a State Farm agent, the one place you check first is the telephone book. We do all we can to see that every agent is represented in the Classified Telephone



Bought any hay balers lately?

Well, somebody certainly did!...Or else a Washington, D. C. type made a king size blooper, like the million dollar government check occasionally sent to the citizen who expected $8.62.

Because in a document issued by the US Dep't of Commerce, it says that between 1950 and 1954, the number of hay balers in this country went up from 196,048 to 447,941.

Who, for heaven's sake, buys hay balers? Except farmers, maybe? A net increase of 251,893 hay balers, average cost around $2500—ain't hay.

This same document, which happens to be the report of the 1954 Census of Agriculture, discloses that in the same period corn pickers increased 231,917; grain combines 265,376; trucks on farms 491,861; and farm tractors by almost a million.



These figures will not fascinate a mixed Martini group, but they are not without significance (economic). Which is: How the heck did farmers buy so much machinery at a time when they are supposed to be going broke?

The going broke notion was sired by falling farm prices and perpetuated by politicians' press releases. The sober fact is that US farm liquid assets in 1955 were $19 billion, equal to the all time high. In the same four years of the farm machinery increases, the average size of farms increased almost 27 acres; and farms earning more than $10,000 were up almost 91,000! And farm prices have been going up since last December!

If you could use some prosperous prospects, we have plenty! Selectively concentrated in SUCCESSFUL FARMING's 1,300,000 plus circulation.

Three out of four are in the 39% minority that gets 88% of US farm income. Their average cash income last year was $10,260! They represent an $11 billion market—the equivalent of another national suburbia!

They have more spendable money than city folk in the same income bracket. And they are spending! — on repairing and remodeling homes, new homes, heating plants, new bathrooms and kitchens, furniture and furnishings, appliances, air conditioners, insurance, securities, private schools, recreation.

FOR prime prospects, and to balance national advertising where all general media lack coverage and impact, you need SUCCESSFUL FARMING — first in influence with the country's best farm families because for fifty years it has helped them earn more, live better. And never offered the advertiser a better market than it does today!

Any SF office will give you the facts.

MEREDITH PUBLISHING COMPANY, Des Moines...
with offices in New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco and Los Angeles.



SELLING DRUG PRODUCTS?

Your market is

46 MILLION DOLLARS

in Flint and the Saginaw Valley



NBC abc

Top stars sell top brands over WNEM-TV. Sponsors know the power of the Golden Valley's most significant station.

Michigan's 2nd richest market

Selling toothpaste . . . or soap . . . or perfume? Whatever your product, here's a big-spending market . . .

- **Annual Retail Sales $1,365,757,000**
- **Effective Buying Income $1,683,023,000**
- **Average Income per City Family $6,413.75**

It's a market second only to Detroit in Michigan. And the way to reach it best is with WNEM-TV—the only station completely covering all 274,067 sets. ARB and PULSE surveys say so.

Contact Headley-Reed or Michigan Spot Sales

WNEM-TV

A *Gerity* STATION

CHANNEL 5

serving Flint, Saginaw, Bay City, Midland

Radio Stations **WPON** — *Pontiac, Michigan*
WABJ — *Adrian, Michigan*

Directory that serves his community."

One recent SF move to encourage agents to make wider use of classified directories was publication of a detailed instruction booklet. It was sent to all offices and field salespeople. Main topics covered: white or alphabetical listings, Yellow Pages display advertising, trade mark listings.

The trade mark heading program is cooperative. State Farm buys the heading, and local agents pay for their listing under the heading. The cooperative program with local agents also includes mailing pieces and advertising in other local media.

State Farm's advertising budget is only partially established as a percentage of sales. SF executives prefer to operate in terms of task budgets, allocating sufficient funds to do a particular job. When in 1955 the basic copy theme of national advertising changed from keeping old customers to attracting new business, major increases in budget were made to allow for the five-page *Life* ad, and in 1956 for the six-page ad in *Reader's Digest*. Similarly, as the job of providing adequate directory coverage for the rapidly expanding agency sales force has grown, the trademark heading budget has grown.

The future. How does the future look for State Farm? Applications are pouring in to the Bloomington home office at the rate of well over 4,000 a day, with business running ahead of last year.

SF executives attribute their continued success to adherence to the four-point program laid down by the company's founder, George J. Mecherle:

1. State Farm pays the selling cost of insurance from membership fees collected when customers first take out their policies. This eliminates commission loading from the premiums.

2. Policyholders are billed directly. New policies are not written every year and because the company handles renewals and billings directly, agents have more time for selling. Renewals run better than 90%.

3. Premiums are paid on a semi-annual basis, a valuable sales point for customers not loaded with ready cash to cover a whole year's premium.

4. State Farm maintains its strict policy of selective underwriting, refusing to insure the 15% of drivers with bad records. Because of these policies, SF rates are generally 30% lower than those of most companies selling automobile insurance.

The End

Showcase Specials by Gair



CLEAN SWEEP FOR BISSELL. This compact, attractive carton for the new Bissell carpet sweeper and its four-section handle is gift package, display unit, storage receptacle all in one. It walked off with a first prize and merit award in the Folding Paper Box Association of America's 1956 competition.

A perforated hinge joins top and bottom of the one-piece carton so that the bottom section can be lifted in to the die-cut side walls of the top section to form a tilted display. On the inside top panel, the white and gold lettering on blue background flags the customer's impulse-buying instincts. Want your carton to do multiple duty at point of sale? Talk it over with the man from Gair.



LOEWY DESIGN FOR SUGAR. Dixie Crystals sugar cartons, gravure printed and produced by Gair, win instant brand identification with a new design by Raymond Loewy Associates Inc.

Red and white cross bars on the cartons—used on all Dixie Crystals packaging—are the eye catchers. Full color pictures of cakes and confections carry the taste appeal, while background colors of blue, light and dark brown indicate type of sugar. Pleased with the quality of Gair's reproduction, the Dixie Crystals people see the new package improving sales.



NEW SPARKLE FOR WHITE ROCK. This new White Rock carrier marks the first use of 4-color gravure printing in the carbonated beverage industry. The White Rock people felt that only gravure could truly reproduce the brilliant graphic design Gair created.

Second unique feature is the new tab in the upper left of the carrier. The tab is perforated, used as a coupon for special messages or promotions.

***Gair Package Analysis** is a service designed to blueprint a package that will fit your product, your packing and shipping methods and your market. Write us at 155 East 44th St., N. Y. 17, N. Y.*

SINCE 1864 GAIR

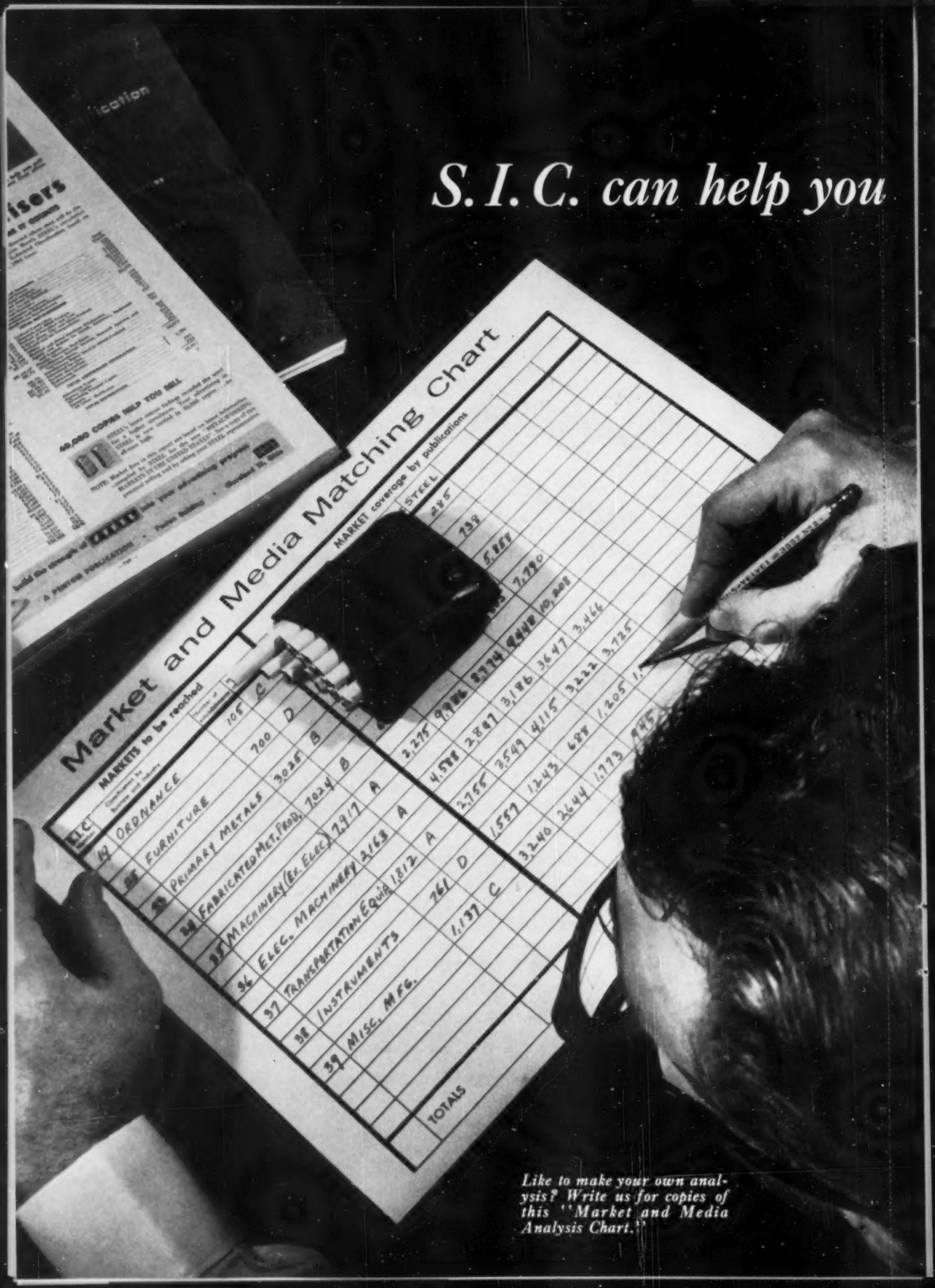
GAIR creative engineering in packaging

FOLDING CARTONS • SHIPPING CONTAINERS • PAPERBOARD • KRAFT BAGS AND WRAPPINGS

Robert Gair Company, Inc. • 40 mills and plants in the United States and Canada

FC.6.6

S. I. C. can help you



Like to make your own analysis? Write us for copies of this "Market and Media Analysis Chart."

to match media to markets

How often, in buying business paper space, have you wished for some method of matching circulation to your market?

. . . Or a simplified, fast way of finding out what proportion of the worthwhile establishments and buying power you were reaching with a publication?

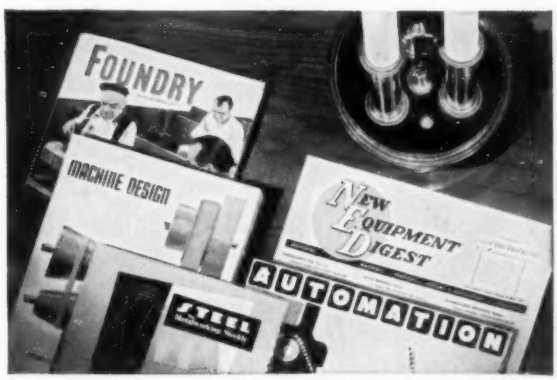
One advertiser calls it, "Taking the hocus-pocus out of circulation".

You can do it with S.I.C.—combined with the Penton Census. Reporting on the Standard Industrial Classification basis is distinctly a PENTON development—and a vital part of the Census Operation.

Take STEEL Magazine, for instance. When you look at the circulation analysis, you'll see how we've already matched circulation to the market for you. To help you quickly find out how we stack up, you can run your eye down the plant counts, and compare the coverage figures for every product category. You can readily see what proportion of the worthwhile establishments you're reaching.

You'll find similar information available on each Penton publication, to aid you in Media Selection.

This method of matching media to the market is made possible through the use of S.I.C. and the Penton Census. It's just one of the advantages of doing business with Penton.



the PENTON
Publishing Company

PENTON BUILDING • CLEVELAND 13, OHIO



At Christmas–

It's good business to give the finest

Seagram's 7 Crown in its new Centennial Decanter and Seagram's V.O. are available at your liquor dealer's in handsome holiday gift cartons. Each is a superb business gift, for each is the finest and most popular whiskey of its kind.

New Idea For Gift Giving—You can send Seagram's 7 Crown and Seagram's V.O. to friends and business associates in 30 states. For information, contact: Beverage Gift Service, Dept. S-4, City National Bank Bldg., Beverly Hills, California. CRestview 1-6286.

Give Seagram's and be Sure

SEAGRAM'S V.O. CANADIAN WHISKY—A BLEND OF RARE SELECTED WHISKIES. SIX YEARS OLD. 86.8 PROOF.
SEAGRAM'S 7 CROWN—BLENDED WHISKEY. 86.8 PROOF. 65% GRAIN NEUTRAL SPIRITS. SEAGRAM-DISTILLERS COMPANY, CHRYSLER BUILDING, NEW YORK, N.Y.



MAXWELL HOUSE has found a ready market for its "instant" coffee by promoting it for use on the Jewish Sabbath.

Seven Mistakes to Avoid If You Want to Sell The Jewish Market

. . . all of which add up to one major "don't": Don't set out to develop this market without adequate understanding of Jewish religion, tradition and dietary laws. These are the factors which govern the content of your advertising.

BY JOSEPH JACOBS*
President, Joseph Jacobs Organization, Inc.

1. They speak English, but . . . Don't jump to the conclusion that you can do an intensive job in the Jewish market with non-Jewish mass media, just because 98% of the Jews in America have a working use of the English language. True, they do read all kinds of publications printed in English, and listen to broadcasts and view television shows in English. The Jewish *intellect* understands English, but the *emotions,* which control the buying impulse, are best reached through Jewish-themed copy which relates products and services to Jewish religion and tradition—the so-called Jewish Way of Life.

Example: The *Jewish Matinee* for Coca-Cola is televised over WATV-13 in a skillful language combination of Yiddish and English which anybody can understand. But the material is strictly Jewish in appeal and is not intended to attract any other kind of audience.

2. No special packages needed. Don't develop special packages or labels for the Jewish market. The letter "K," placed in an inconspicuous position—meaningless to and probably unnoticed by non-Jewish shoppers—announces to Jewish shoppers that your product has been certified as Kosher by a Rabbi. This means that the product conforms with Dietary Law and is therefore acceptable for use in all Jewish homes. In short, the Kosher symbol is a green light that says to Jewish buyers: "Go ahead —this product is O.K."

3. Certification is not enough. Don't assume that Jewish housewives spend time checking all kinds of labels to see if they bear the coveted symbol "K." They don't unless you tell them to look for it in advertising that proclaims your product as not only Kosher but also meritorious in other ways for Jewish use. In this respect, the "K" symbol may be likened to the *Good Housekeeping* Seal of Approval. Both are desirable in themselves, but require promotion for best sales results.

4. Passover. Don't take it for granted that your Kosher product is also Kosher-for-Passover. The rules are different. Find out whether your product is in the latter category, and if it is, promote it intensively, before and during the Passover period (about three weeks)—*provided it is one of the foods habitually eaten in Jewish*

*Mr Jacobs has specialized for 37 years in Jewish market advertising, trade promotion and public relations.

homes at such times. You must realize that there are certain foods eaten traditionally at that time, such as honey and nuts; there are some that are forbidden (cereals and baked products except matzoths); there are others not forbidden, but crowded off the grocers' shelves by the special foods. It is a waste of time and money to promote cereals, or even the items allowable but likely to be crowded out, before or during the Passover season, but well worth-while to promote them intensively immediately afterward, when grocers are in the mood for restocking normally.

5. Silver lining. Don't overlook the special sales opportunities that lie in Jewish dietary customs, some of them in situations that appear, at first glance, highly discouraging. Here's a case history of how Maxwell House Instant Coffee took advantage of such a situation:

Though some Jewish households avoid cooking on the Sabbath, even the most Orthodox may use hot water if the fire was lighted before the Sabbath began. Since Instant Coffee therefore may be enjoyed on the Jewish Sabbath, Instant Maxwell House used this as an entering wedge into the Jewish market. "The Sabbath Coffee" became its Jewish trade and consumer theme for obtaining distribution. As Jewish women responded to this appeal, the product gained entry into their homes and was used not merely on the Sabbath but throughout the week. This is borne out by these showings of a 1956 Pulse survey in Metropolitan New York:

Instant Maxwell House was found in 18.3% of non-Jewish homes and 50.2% of Jewish homes surveyed.

This acceptance has spread to other brands of instant coffee, as shown by these over-all figures uncovered by the Pulse survey:

Regular coffee was found in 78.0% of non-Jewish homes; in 85.6% of Jewish homes. Instant coffee was found in 58.0% of non-Jewish homes; in 92.4% of Jewish homes.

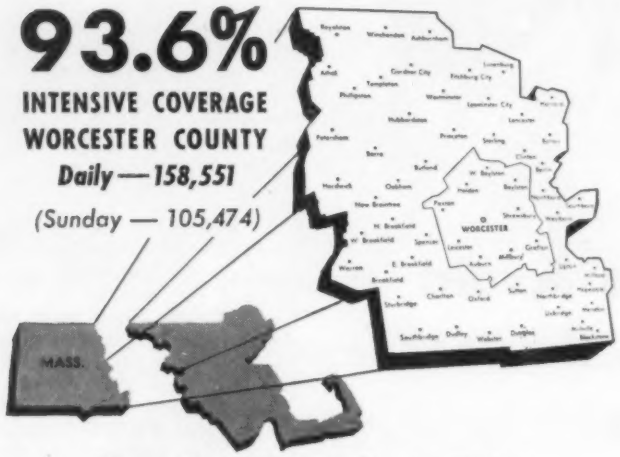
6. Habits can be changed. Don't assume that because they are tradition-minded, Jews can never be converted to a different product from one to which they are accustomed. Spry, Crisco and Nyafat came into the Jewish market through special appeals as vegetable shortening to take the place of chicken fat, formerly used almost exclusively.

Another example: Until Nucoa started its special Jewish promotion in the early 1940's, margarine was practically unheard of in Jewish homes. Then came the war with its shortages, and the high price of butter in succeeding years. Meanwhile, Parkay and Blue Bonnet began promotions in the Jewish market. Today margarine is used proportionally in as many Jewish as non-Jewish homes in New York.

7. Gentiles are "sold" via Jewish promotions. Don't overlook the "plus" sales to non-Jews, resulting from cultivation of the Jewish market. New York's Jewish population of over 2,500,000 — or almost one third of the city's 8,000,000 total, has marked influence on the remaining two thirds. A contributing factor is that at least two thirds of the city's grocers are Jewish. Their stores are located all over the marketing area, and they serve all classes of trade. Thus, when a product is promoted and merchandised through Jewish merchants, it is given extra cooperation and display, which naturally influence non-Jewish shoppers and result in "plus" sales. **The End**

WORCESTER'S Growth is still on the rise

... And TELEGRAM & GAZETTE Circulation is at an All Time High



Metropolitan Worcester County Market

1956 vs 1946

Population . .	UP 23%	(580,200)
Retail Sales .	UP 98%	($624,927,000)
E.B.I.	UP 75%	($927,233,000)

The WORCESTER TELEGRAM -GAZETTE

WORCESTER, MASSACHUSETTS
Howard M. Booth, Publisher
MOLONEY, REGAN & SCHMITT, Inc.
National Representatives

OWNERS OF RADIO STATION WTAG AND WTAG-FM

" . . . *Now, from the other direction, came faintly screams and shouts and a few people were reaching the square. They were calling something. The sound of horses now and a half-dozen* rurales *were galloping into the square. Their cries were shrill, unintelligible with the sharp clatter of hoofs . . . Then one word was clear . . . and it was a shriek that hung hot in the air like a knife blade raised in the sunlight—* 'APACHES!' "

from "The Bounty Hunters," a novel by Elmore Leonard.

Meanwhile, back at the agency

. . . Elmore Leonard was sighting along his trusty Remington, drawing a bead on a particularly meaty word. For "Dutch" Leonard is a connoisseur of words. He likes to make one do the work of two. As a rising young writer of Western novels (three books published) this gives his prose a spare and muscular quality; his gunsights never become entangled in fancy verbal foliage; he builds character for his characters out of what they *do*, not out of 1000 words of steam-heated description.

This addiction to hard-fleshed words also makes Dutch a top hand in Campbell-Ewald's copy department. Because this agency is a lot more concerned with what words *do* . . . with how hard they hit and how well they sell . . . than it is with artful alliteration or the thunderous shouting that passes for "hard sell" but actually deafens the listener.

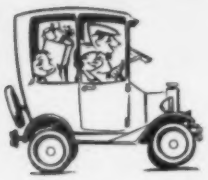
That doesn't mean we make a fetish out of short copy; on occasion we've popped up with the richest textured writing seen this century. Actually, it comes down to choosing the right ammunition—sometimes birdshot works better than a .45 slug—and picking sharpshooters who can center the crosshairs right on the customer's pocketbook. We're lucky; we've got a whole posse right up in the Wyatt Earp class.

CAMPBELL-EWALD ***Advertising***

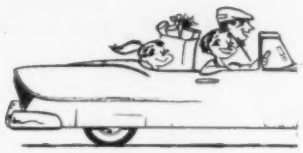
Detroit • New York • Chicago • Los Angeles
Hollywood • San Francisco • Washington • Denver
Atlanta • Dallas • Kansas City • Cincinnati

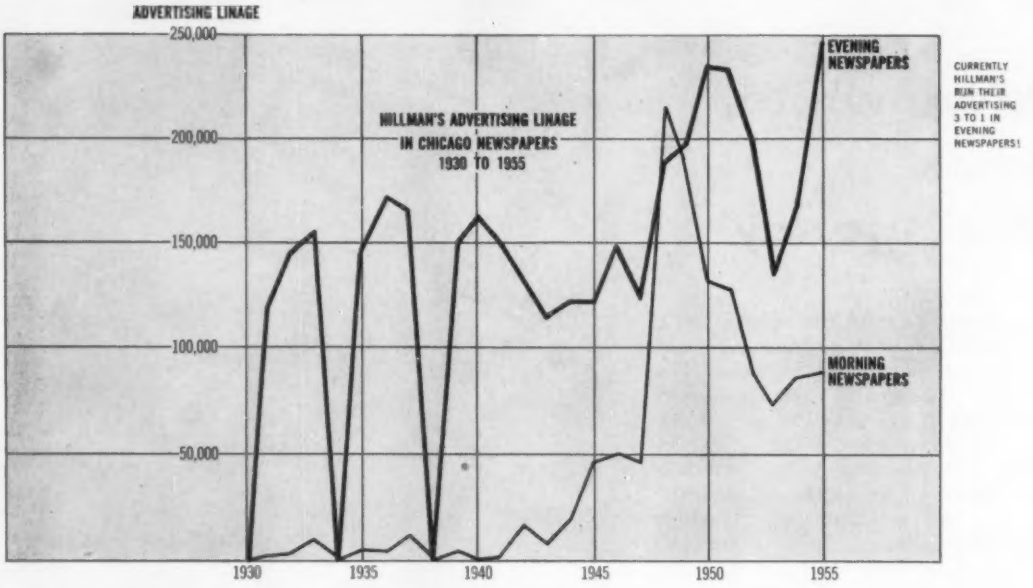


OVERNIGHT RESULTS



FOR HILLMAN'S FOOD STORES BUILT THIS 25-YEAR SUCCESS STORY





National Advertisers:

GET THE SAME OVERNIGHT RESULTS FOR YOUR PRODUCTS!

Hillman's 25 years of growth is a solid day-to-day success story based on the premise that each tomorrow must bring more customers into their stores. An obvious contributing factor to daily increased business is reflected in Hillman's predominant use of evening newspaper advertising. Chicago retail grocers, as a group, predominantly use (3 to 1) evening newspaper advertising for *overnight results* that pays off in sales tomorrow.

What about your product advertising? Why not follow the pattern of these successful chains, the volume retailers of your merchandise! Give them a greater incentive for tie-in advertising! Use the most economical means to get a greater share-of-market sales for products already in distribution; the fastest way to introduce a new product.

LOOK how the Chicago American gives your advertising EXTRA Pay-Off!

Big, Concentrated Evening Circulation—
More than 500,000 daily among the money-to-spend families in the Chicago trading area.

More Chain Grocery Advertising—
Double the food chain linage of the morning newspaper—five times that of the all-day newspaper. Shoppers of every chain see your product advertising.

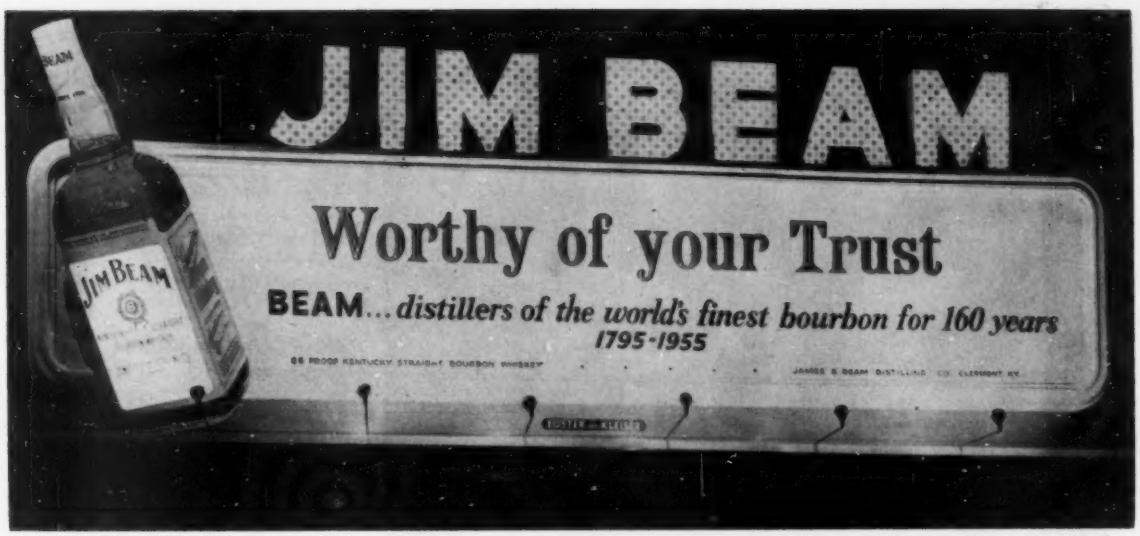
Food News That Readers Like—
Thousands of letters to popular food editor, Mary Martensen, reveal faith and acceptance of her how-to-cook-it food news.

Largest Evening Home-Delivered Circulation—
44.4% home-delivered in Chicago and suburbs. Your advertising meets up with the family buying team.

Your Kind of Marketing Assistance—
Trained field men work under your direction; make personal calls on key and volume buyers, chains, jobbers, big independents to stimulate buyer interest and create market timing for your advertising program.

CHICAGO AMERICAN

Represented Nationally by HEARST ADVERTISING SERVICE INC.
Offices in 15 Principal Cities



GLAMOR AND PERMANENCE characterize the Jim Beam Painted Display program, as exemplified by this semi-spectacular—one of 200 in national markets across the country. Says Robert Dorn, Jim Beam advertising director: "Dealers and distributors like the permanency of our paint program, and sales records show that consumers respond.

Outdoor Pay-off

Company: James B. Beam Distilling Co.

Story: Sales dividends from addition of outdoor advertising to other media.

Big idea: Beam's intensive merchandising of its outdoor program to its dealers.

Trend: It's toward more outdoor. This year Beam doubled '55 percentage of total advertising budget.

How important is outdoor advertising and how can I get the most out of it?

James B. Beam Distilling Co., Chicago, appraised this question in 1952 and went into semispectacular outdoor posters in April 1955 with a formula that has:

Increased dealer sales of Jim Beam bourbon more than 25% around poster locations.

Shown an increase so far this year of more than 30%.

Once outdoor advertising was decided on—and 15% of the advertising budget allocated to it—Beam tried to get "outdoors" different from most. The company was the first to use the Novelite treatment, also first to use the Adco treatment, the "breathing" type of lighted letters. "We would have gone into outdoor advertising earlier," says Robert N. Dorn, advertising manager, "but there just wasn't anything 'different' or 'spectacular' enough to appeal to us."

Jim Beam spirits are now advertised on 210 outdoor units throughout the U. S., including rotary boards, or those which change locations periodically. Outdoor constitutes 28% of the total advertising budget today, supplemented by advertising in national consumer magazines, window displays and newspapers (largest appropriation).

Bob Dorn believes that successful outdoor advertising depends on several factors, among them best traffic locations and original treatment. "We are now great believers in outdoor advertising," he states, "because millions of people see a sustained program day and night. It just *has* to penetrate the minds of passers-by."

When Dorn joined Beam in January 1951, the company did not have an advertising manager, but employed a small agency to run ads in 14 states where it was doing good business. The distiller now has two big agencies and covers all media, plus a good sales organization.

One of the agencies, Weiss & Geller, Inc., works with the art departments of outdoor poster companies to create the semispectaculars (Dorn's selection of media) and screens locations for recommendations on traffic, pedestrian and automobile.

"Outdoor advertising is a fine medium if it is given the right kind of treatment," Dorn says. A well-located and created unit carrying a poor message is a waste of money. Outdoor advertising should be forceful, interesting to the passer-by who will identify the brand in the retail store."

Now that Beam has it, what does it do with it? Beam merchandises its outdoor advertising to the hilt. It keeps an up-to-date brochure containing picture studies of all units. There is a photograph of each unit with traffic count, number of times seen daily by strollers and drivers. Then Beam goes a step further. It asks sales representatives to take the brochure and merchandise each poster in the immediate area where it is exposed.

This offers the salesman a merchandising tool when he calls on accounts within a one-mile radius of the sign. The salesmen themselves are "sold" on the boards, according to Dorn, and there is no difficulty in merchandising the advertising to their own men. They feel that they have a potent talking point for calls on the

trade. All salesmen must be aware of sign locations, for about 500 accounts can benefit from each sign and each must know which location he's talking about.

First markets Beam hit with the new semispectaculars were the Los Angeles and San Francisco areas, followed closely by Kansas City, Mo., and the Twin Cities. Today the 15% allocated to outdoor is almost doubled to $40,000 a year going to big boards.

Must Get Attention

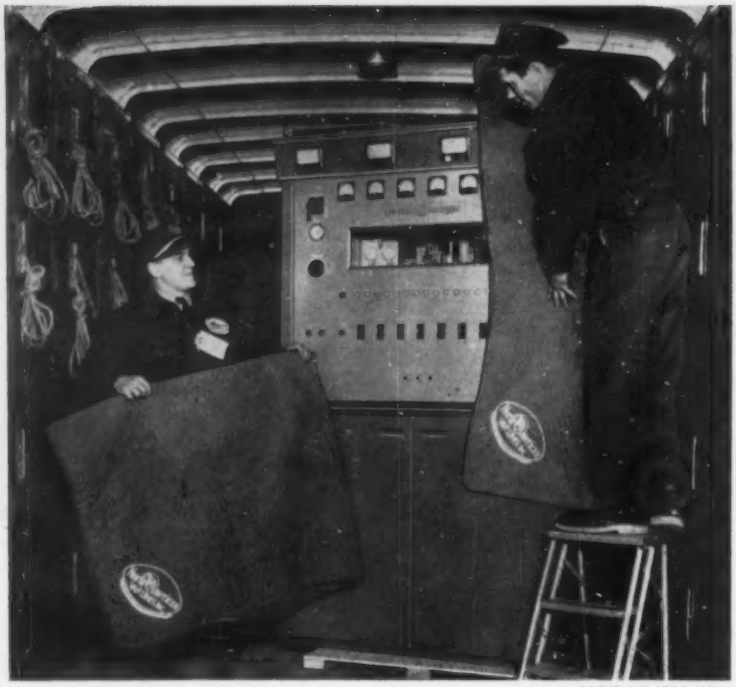
Dorn feels that "the No. 1 problem in advertising today is to attract the consumer's attention. Let's assume that the advertiser has a good product and that he is capable of presenting the benefits of this product convincingly. Nevertheless, competition for the consumer's attention is so intense that the advertiser must pull out all the stops to arrest attention if he wants to get to first base."

He is convinced that the Beam type of display is the most highly arresting kind of advertising in use. "These displays permit the greatest exercise of showmanship of any advertising form. You can't capture the true story of any product in print. You need pictures."

Beam has been lavish in the use of embellishments, animation and illumination, with cutout lettering and scintillating lighting effects. Of utmost importance, Dorn feels, is the element of continuity and stability in the Jim Beam outdoor program. Dealers and salesmen know, he says, that "the Jim Beam program is not a seasonal inspiration, to be casually abandoned next month, but a solid stable structural support standing behind their sales efforts today, tomorrow and next year."

Dorn likes to tell of a typical retailer reaction. In Kansas City Beam's big semispectacular had been in operation only a few days when a retailer wrote that he was so impressed with the company's advertising policy that he had bought a block of stock in the distillery.

Does "see-power" mean "sales power" for Jim Beam? Dorn has scores of letters from retailers all over the country pointing to the effectiveness of Beam outdoor units which increased their package sales of Beam bourbon substantially. A high-volume store in St. Paul, 30 days after a Jim Beam semispectacular was erected a block from his place of business, found that Beam sales had risen 25%. In Seattle, a Washington state liquor control store attributed a 20% rise in sales to a new Jim Beam semispectacular in the vicinity. **The End**



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High-Value Products

gentled just like

NORTH AMERICAN

"Wife-Approved" Moves!

Delicate laboratory equipment, electronic devices, business machines and other precision products are now being shipped safely and economically by North American padded van!

They get the same safe, professional coddling we give a family's household treasures in our famous "*Wife-Approved*" moving service. You need no crates; no disassembling for shipment and reassembling on site. Think of the savings!

NAVL "FOLLOW-THRU" SERVICE

Our specialized department can "*follow-thru*" on any shipment anywhere, since we have over 1100 agents in U. S. and Canada, more by far than any other van line. Call your local NAVL agent for details or send for name of nearest agent.

"WIFE-APPROVED" MOVES
North American VAN LINES, INC.
WORLD-WIDE MOVING

NORTH AMERICAN VAN LINES, INC.
World Headquarters: Fort Wayne 1, Indiana
North American Van Lines Canada, Ltd. • Toronto

INDUSTRIAL MOVING SERVICES: Quick, safe handling of Company-Paid Personnel Moves; Exhibit Displays; High-Value Products; New Furniture; Office Equipment. See your NAVL Agent.

WORLD-WIDE MOVING: LAND, SEA, AIR





She's sold when she's told: "Good Housekeeping guarantees it"

Have you ever seen a lady in a Grade-A Quandary? Here she is, studying the appliances you know so well and she knows so slightly. She *can* be your very biggest customer, this new younger homemaker. She's buying a whole homeful of electrical appliances...*and all for the very first time!* That's the reason she turns to the top brands she's seen in Good Housekeeping, to products which earned the Guaranty Seal. She and 31,000,000* women like her are influenced by this great Seal. They know it means your product has satisfied the technical experts in Good Housekeeping's famed institute, that it meets all our standards of quality and performance. The Good Housekeeping Seal *sells* her because it *protects* her... your assurance of our readers' complete confidence. *Says Crossley





WITH DEEP WELL IRRIGATION, the Hoys' typically modern Midwest "family farm" produces two bushels of corn where one grew before.

Midwest farms powered to feed 63 million more by 1975

Modernizing is a continuing process with Midwest farmers as they look ahead to the job of providing the food and fiber for a nation growing so fast it will be bigger by 63,000,000 in 1975.

Power equipment and scientific methods have doubled production, investments and incomes of Midwest farmers.

Doubled their buying power, too. A survey of Midwest farmers' 1956 buying intentions, for instance, shows that 10,300 of them this year will follow the example of the Raymond E. Hoy family of Waverly, Neb. in installing irrigation systems. They will purchase 431,758 items of farm electrical equipment, 1,220,954 home appliances.

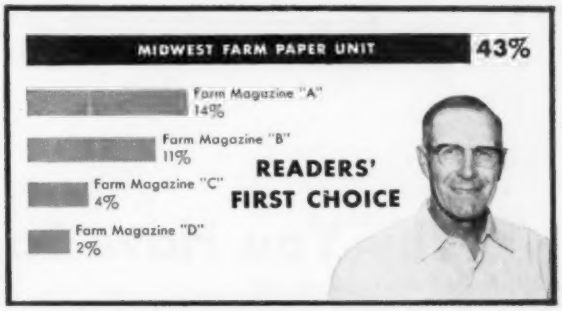
Midwest farmers depend on you, instead of the "hired man" of bygone years, for everything it takes to operate the bigger, highly specialized and strictly "family farm" of today and the future. Here, in the 8 Midwest Farm Paper Unit States, the Golden Area of Agriculture, is your golden sales opportunity. For mass coverage of this class market, advertise in the Unit – first choice with readers, dealers and advertisers—one order, one plate at a substantial savings in rates.



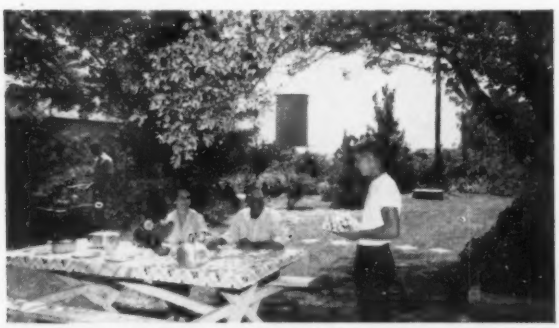
THE HOY FARM is a combination crop and livestock operation. Steers on feed currently are 160. About 100 hogs are raised each year. Irrigation increases and stabilizes production by assuring a plentiful supply of water for crops if rainfall needs to be supplemented.



MRS. HOY'S KITCHEN has every appliance found in city homes and illustrates why Midwest farm homes in 1956 are in the market for 1,220,954 electrical appliances.



THE MIDWEST FARM PAPER UNIT is first choice with farm families like the Hoys. A survey of 6,049 Midwest farms, supervised by Batten, Barton, Durstine & Osborn, Inc., shows Midwest Unit Farm Papers preferred better than 3 to 1 over the second ranking farm publication.



WITH POWER EQUIPMENT on the job at all hours, what used to be "chore time" can be spent relaxing in the comfort of their outdoor dining room. Mrs. Hoy particularly enjoys the new leisure.



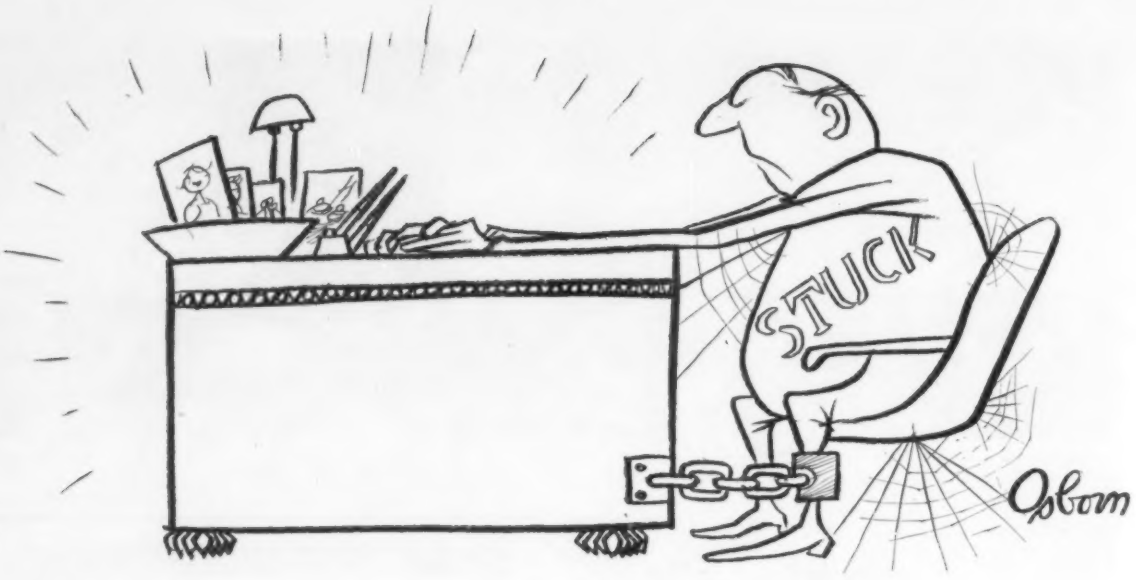
MEET THE "BOARD OF DIRECTORS" of this farm family corporation—sons Harlan and Bernard, vice presidents, Mr. Hoy, president, and Mrs. Hoy, secretary and treasurer. Business is discussed at meal-time meetings three times a day.

Advertise most where **FARMING IS BIG BUSINESS AND GOOD LIVING**



SALES OFFICES AT:

35 E. Wacker Drive, Chicago 1 . . . 250 Park Avenue, New York 17, New York . . . 110 Sutter Street, San Francisco 5 . . . 672 South Lafayette Park Place, Los Angeles 57.



Why You Have So Little Time to Think

Do your desk, telephone and visitor's chair have an armlock on your freedom of thought and movement? How many of these 12 time-stealers have trapped you today—unwillingly?

BY RAY JOSEPHS

The v-p in charge of sales at one of the most dynamic firms I know had me out at his place not long ago.

Everywhere I saw evidences of new, improved models made on amazing new machines. Everywhere I spotted fresh, vital advances in research, in automation, in process flow that added advantages while cutting pennies here and dollars there, to give his outfit a sales figure edge that the competition found hard to beat.

Then he went to his office. Piled high on his big, sprawling desk were reports, papers, tally sheets. No sooner were we seated in his overstuffed leather chairs than the telephone began clamoring. First one urgent call, then another, long distance, then a third. Between these in came his gals to wait while he dictated a "must-go" note. Then an assistant with a problem. Finally, his president burst through for an impromptu conference.

It certainly was a slam-bang scene of action, as busy as the plant we'd just toured. But whereas the factory was running with a smoothness and efficiency that represented a practical achievement of today's techniques, his office was almost an obstacle course in the path of making his job easier. And the man who, as a top-notch sales executive, was so keenly 20th Century (with time- and labor-saving devices and methods used to make the stuff he was selling) was, I discovered, living in the 19th in *his own personal operation.*

He was not only a slave to the appurtenances of his office, but was treadmill-racing against the hodge-podge of time-and-effort-killing activities that left him little real time to think, plan his sales strategy and campaigns, and grow.

Sound familiar? I'll bet it does. And you'll probably say: "I want to cut out some of the endless, wasteful things that steal my time and effort. But how?"

Well, I don't claim to have all the answers. But in the course of the past three years, I have gathered a good many, principally by watching some of America's busiest, most successful executives in action.

I find that most of them are minute-minders. For they've learned you can't save time and effort wholesale. If you want to gain an extra hour or more every day and get more done with less effort, in order to have time to do the things you really *want* to do, you've got to figure out ways to handle many of your little tasks easier and faster.

So have a look at these:

Time-stealer NO. 1: your desk. Most executives regard their desks as essential to their jobs. Maybe. But it's a two-way trap. First, it's a familiar and important symbol of office—of prestige items strictly. And because they feel at home behind it, executives, particularly in sales, often get caught behind the mahogany—and hence don't spend enough time away from the desk and swivel chair on personnel relations, traveling, seeking customers and making sales.

Second, a big desk increases your preoccupation with paperwork.

Louis Hausman, vice-president of CBS, has a no-desk setup. He keeps the few papers he requires on a low coffee table; finds the informality of his office encourages easier conversations, faster-moving conferences.

I myself eliminated my desk almost two years ago. I use an easy chair in which to work, employ a clipboard on which to write and sign letters. My outgoing basket is in a sideboard. Paper clips, pencils and other impedimenta are in a little side drawer built into a bookcase near which I sit. So is my Dictaphone. A single personal file holds all the necessary reference material. And I found the way of office life this simplifying setup permits has other rewards. You can be busy, yet the restful atmosphere of the deskless, attractively curtained, flower-and-leaf decorated workplace removes the feeling of stress and strain.

Someone may ask, "How do people whose work is primarily creative thinking remind themselves of tasks that have to be done, if they have eliminated the desk or gotten rid of many of the papers which serve as a reminder to some men?"

My own personal method of keeping abreast of these things is to use a day book. I use it to check over daily tasks, telephone calls, and also refer back to it for many other purposes. For example, when I mailed SALES MANAGEMENT this story, I put a tickler in the day book for 10 days later so that if I hadn't received a reply, I'd think of calling you up and just chatting about it.

My secretary wants to add her views on it: "Mr. Josephs also finds it invaluable for recording once-in-a-while names, addresses and telephone numbers—in fact, I believe every new person he meets morning, noon or night is recorded there—noting dates of special upcoming editorial features and requirements, special orders, etc. I also find it double checks expense accounts, since I have my own corresponding day book and record all lunch or dinner dates, other appointments. On the rare occasions when



Time Stealer: the Lingering Visitor



Time Stealer: the Telephone





be Sure to
SELL SYRACUSE
...and the 15-county SYRACUSE MARKET



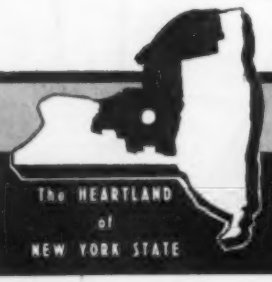
HE'S ONE OF 60,000 industrial production workers in metropolitan Syracuse whose skill and dependability contribute so immensely to the robust prosperity of a great, growing market. Like everyone else in Syracuse — like most people in Central New York — his buying impulses are shaped by the area's most powerful selling influence: the Syracuse Newspapers. These newspapers deliver 100% saturation coverage of the metropolitan area—effective circulation in 14 surrounding counties. In a market where 1.3 million people spend $1.9 billion annually, you just can't buy another combination of media that will do a comparable job at a comparable cost.

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GUY GILLETTE-LENSGROUP

He's Talking on the Telephone!

. . . you wouldn't know it because Ray Josephs is using one of the new executive phones. That's the speaker on the shelf to his right. His hands are free to dictate his telephone caller's instructions—while the caller listens.

Josephs, a consultant for one of the country's leading public relations firms, realized at age 12 he had to "get organized." But it wasn't until his desk went out the door, three years ago, that real efficiency came into his office.

Ray began his writing career with the Philadelphia Bulletin. Sold the editor on sending him to South America for six weeks to cover expatriate Philadelphians living there. Stayed six years, married a local gal, wrote his famous "Argentine Diary," fled when Dictator Peron put his name on a must-go list.

Since then he's written several books ("How to Make Money from Your Ideas" and "How To Gain an Extra Hour Every Day," E. P. Dutton & Co., Inc., 300 Fourth Ave., New York 10, N. Y. Price, $2.95), and hundreds of consumer magazine articles.

Mr. Josephs does seem to have forgotten an upcoming event, I remind him—but I seldom catch him unprepared!"

And while we're on the subject of secretaries, there is an answer to this question: "How do you train your secretary to think as you do, so that she serves not just as someone who types, but as the real executive assistant?" I've let my secretary, who will be transcribing this, put down her own notes, one of the techniques we've developed jointly, so that ofttimes, simply by dictating a general note, she'll come back with the answers that have already started my work toward completion.

She says: "I'm complimented, and it's one of those things difficult to explain. It all depends, I think, on whether you're fortunate enough to have a boss who welcomes your own thoughts on things official. If you do, it's perfectly natural to insert any chain reaction—and I imagine Mr. Josephs would have a hard time stopping me now if he wanted to! Obviously, this applies mainly to those projects still in the formative or draft stages. I don't 'tamper' with what I know is a final—but would feel perfectly free to attach a separate note if I had any questions."

I'd also like her to describe her tickler system, how we keep up on the many different types of accounts we have, with the explanation that when you're in many different activities, you need some kind of organization.

"I imagine my tickler system is not different from any other. It's mainly a question of putting in a separate file all upcoming matters — and then remembering to check the file every day! With our other filing, we set up a system based roughly on the Army numeral system which requires a master list or index of everything that's put away. This takes a little time to set up with a new account, of course, as you have to see into what natural categories the different projects fall, but once it's organized it's a beauty. In between my big filing sprees (usually when Mr. Josephs is out of town or busy at a client's offices for the better part of a day), I sort each account's filing roughly and keep it in a file by my desk for quick reference. I find a photographic memory is also an invaluable asset!

"I think, from the secretary's viewpoint, the main thing is in learning what things your boss considers top priority and on down the line, and fitting your work schedule around those guides accordingly. This is a great help, especially when he's away on vacation and more decisions fall to you."

Incidentally, if you feel you *must* have a desk, try this: Get rid of the old-fashioned one you may be using and get a simple flat top with a minimum of one file drawer. If you can't get a new one, try that infrequent activity we know as cleaning out the desk. You'll be amazed at how much junk you've allowed to clutter up your existence, to keep you from really important jobs. Then as each piece of paper comes along, act on it the one time it's there, instead of shuffling it somewhere else. A determined effort can work wonders.

Time stealer NO 2: the telephone. The telephone can be one of our greatest time-savers — and it's also one of our greatest time-wasters. For one thing, there's the temptation to make and receive unnecessary calls. Robert E. Johnson, vice-president and assistant to the president, United Airlines, Inc., cites an example: United has a private line between Chicago executive headquarters and Denver operating base. Recently, the firm's secretary asked for a call, was informed 18 supervisors' calls were ahead of his. So he asked the operator to check — was each essential or could it be taken care of with a telegram or air mail. Result: 12 of the 18 calls were canceled!

Try grouping your incoming and outgoing calls to give you free time to concentrate. Don't have your gal say you're in conference. That annoys lots of people. Much better to be out making a sale. Nobody will disagree with that one. And then place your outgoing calls at your convenience. You wouldn't let everybody barge into you every moment of the day. Why let the telephone do the same?

Have your secretary keep a record of when people you call most frequently are least likely to be busy.

You'll save lots of wasted, uncompleted, call-me-back effort.

Try making your telephone into more of an intercom. Mrs. Ivy Baker Priest, Treasurer of the U. S., uses a lightweight headset similar to those of operators instead of the conventional telephone. Leaves both her hands free to go through piles of incoming and outgoing mail, sign letters, etc.

I use the new executive phone. You don't have to pick up a receiver; just push a button and talk in the general direction of the phone, since the mouthpiece is built into the base and the speaker is in a separate little unit the size of a pack of cigarets. Others can participate, your hands are free, you can walk around the room to get needed papers or continue other activities while waiting for a call. Most important, you can relieve yourself of the ear strain and constantly holding a receiver.

You can also record without giving a beep signal since you're not tapping any wires. Usually, when calls come in from clients, editors for specific information immediately, I may dictate a rough outline or even a final letter right then and there so that a record is not only kept but on its way to supplying the required information. Incidentally, this article was developed using this device. When Managing Editor John H. Caldwell called me, we discussed the idea, I recorded an outline as he listened, and when he hung up, the material was not scratched on a batch of pads to be deciphered at some future available moment which never comes, but was on its way to being typed into the draft of the story you're reading now. Requires a certain amount of practice but it works effectively.

Time-stealer NO. 3: lengthy meetings. How much time do you waste in overlong meetings? Many businesses have come to be dependent on committee action or group decision. Many executives are increasingly aware of the value of direct communication in policy and planning. But the conference table is frequently overdone.

Alfred E. Lyon, board chairman of Philip Morris, speeds up decisions from committees by scheduling all his important huddles late in the day. Most people are anxious to get home, he explains, talk for talk's sake is held to a minimum. Frequently subjects which might take three hours to solve in the morning are settled in one or less at day's end.

Department Store Executive Max Hess speeds up his conferences by holding them standing up. He has no regular office; instead, walks around to the departments. He finds that when he stands preliminaries are dispensed with and everyone gets down to the heart of the matter. Decisions are speedier and more effective because, "It's hard to be pompous and long-winded standing up."

Time-stealer NO. 4: those long business lunches. Brother, you must have been through a lot of these! Somehow in many firms there's an unwritten rule that you just can't talk business until after dessert. But Investment Broker Arthur Wiesenberger finds that by settling the matters before lunch rather than after, little time is wasted on polite but meaningless trivialities. And the social chit-chat is saved for after lunch when people should be in a more relaxed mood anyway.

Film Producer Sam Goldwyn has ended his lengthy business luncheons by making all dates for 1 p.m., then announcing unbreakable 2:30 appointments.

Time-stealer NO. 5: inability to get uninterrupted time. Leo Cherne, executive director of the Research Institute of America, has discovered that most executives actually don't have 20 minutes of uninterrupted time during the day for even the most important decisions. Cherne suggests getting the time through a personalized activity-analysis system. You make up a couple of sheets with items, red for contact with superiors, blue for contact with subordinates, green for administrative tasks, and so on. Then you group your tasks, perform them in sequence rather than in different periods. This cuts what in a factory would be called make-ready time, walking and put-away. And it also makes it far easier to cut interruptions.

Defense Secretary and former General Motors Chief Charles E. Wilson makes it a practice to lock his office doors and silence incoming calls for regular periods each day. Several executives I know go to a secret office outside their own buildings or to unoccupied offices in their own headquarters to gain uninterrupted time when needed.

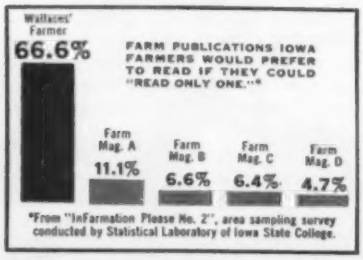
Time-stealer NO. 6: lingering visitors. Even potential customers can overstay their welcome once the effective business is completed. Here are some ways to discourage them:

Look at the ceiling and out the window again and again. May be slightly rude, but you'll have to take your chances.

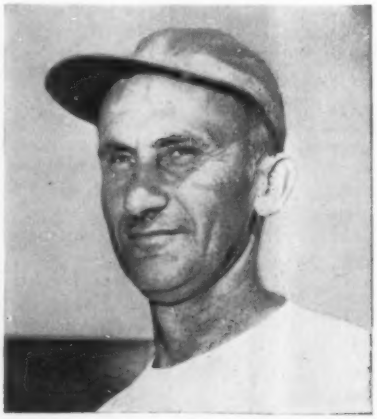
Use an old familiar practice of an interruption by secretary reminding of the next meeting or a visitor or official waiting.

Adopt a businesslike, desk-side manner, get right to the problem, dictate a note on your dictating machine about the points the visitor has made. This never fails to impress. He knows

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IOWA FARMERS, like Leonard L. Tupy of Winneshiek County, have incomes that average more than twice those of farmers in the other 40 states. Sell them through Wallaces' Farmer and Iowa Homestead — the farm publication preferred 6 to 1 by Iowa's best farm families. Write us for market facts about your specific product.



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RICHARD S. PIERCE, PUBLISHER ★ DES MOINES, IOWA



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He'd shatter the windows and splinter the door



Now he's patched up his shipping, he's found out at last
That **RAILWAY EXPRESS** *is dependably fast!*

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Whether you're sending or receiving, whether your shipment is big or small, whether you're shipping here or abroad—always specify Railway Express. You'll find it makes the big difference in speed, economy, and safe, sure delivery. And now you can make fast, economical shipments via Railway Express Agency's new international air and surface connections. It's the complete shipping service, free enterprise at its best.

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The only camera that delivers a finished print in 60 seconds!

The fun and excitement of taking a picture one minute and seeing it the next has made the Polaroid Land Camera one of the world's most wanted gifts.

Used as an incentive for salesmen and distributors, used as a dealer loader, a consumer contest prize or an award for display placement, the Polaroid Land Camera really gets *action!* Top companies have used this camera with tremendous success. Write today for case histories.

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Please send me more information, prices and case histories on the Polaroid Land Camera in use as a premium.

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60-second **POLAROID** *Land* **CAMERA**

you've got the points down that he wants you to remember, and is sure you're going to do something about them rather than just forget. Usually the visitors overstay because they think you're not going to do anything about what they want. This is one way of helping to solve that problem.

Time-stealer NO. 7: using best hours for least important work. I've never been able to understand why so many men use their best hours — usually in the morning — for their least important work and save the end-of-the-day hours when they're likely to be at their lowest for vital matters. As a long-time commuter, I long ago adopted the system of reading my paper at breakfast which I encouraged the family to let me have alone, and then taking the train time into town, not for the paper, but for the most important planning, writing, creative tasks.

Bernard L. Salesky, president, Hat Corporation of America, has put to use University of Chicago experiments proving that your maximum working efficiency comes when body temperature cycles are highest, usually in the morning for most men. Since temperature reflects basal metabolism — the complicated process by which the body burns oxygen and, so to speak, stokes the furnace — he's discovered how to concentrate his most important jobs in the hours when he's at peak efficiency. This can cut time required for many assignments to one-third what they would take at other hours.

Time-stealer NO. 8: schedules that don't work. There's hardly a sales executive who doesn't have some kind of schedule of operation; some method of writing down what he wants to do. Some put notes on scraps of paper to jam into pockets. Some have elaborate charts, in fact, so elaborate they often don't work. The thing that makes some schedules operate and others work as a noose lies in what Brig. Gen. David Sarnoff, chairman of the board of RCA, calls the ability to separate the fundamentals from details and to summarize for action. He says: "Visualize a plan ahead — but not so far ahead as to overlook the immediate future." And bear in mind that the most recent thing that comes up in your activities isn't always the most important. If you form the habit of considering new developments in terms of how they fit the over-all, you'll save lots of time.

Henry Ford, II, has found that if you plan work at least a month ahead, learn to compare what you expected with what you've done, each month

The Vice-President in Charge of Advertising and Merchandising Knows . . .



W. S. Shafer, Vice-President, Advertising and Merchandising Division, Armour and Company

"WHY ARMOUR'S PRODUCTS SELL SO WELL IN LOUISVILLE"

"Armour and Company is an old-timer in Louisville. We like to feel that we have had a modest part in the outstanding growth of the city and the market.

"The Armour Creameries plant buys cream, poultry and eggs produced on farms in the Louisville area, and serves the entire Southeast with a fine line of dairy and poultry products. Our Louisville branch house, operating under federal inspection, produces sausage of all kinds, and smoked meats. The branch also distributes the complete line of Armour foods.

"It is gratifying to be able to report that in the last several years, more and more people in Louisville and vicinity have been buying more and more Armour products. We look forward to further sales progress in Louisville, confident that the city's growth will continue apace."

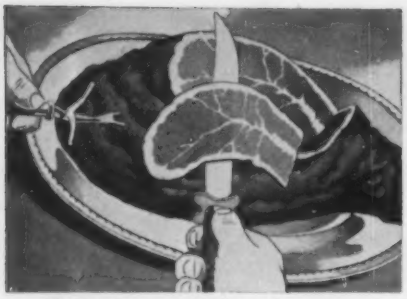
Last year Armour and Company promoted its products in Louisville by investing over $28,000 in linage in The Courier-Journal and Louisville Times . . . newspapers which invariably rank at or near the top in every quality survey of American newspapers.

Sell* LOUISVILLE *for all it's worth!

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Hickory Fires are Smoldering Tonight

Hickory fires are smoldering in a Virginia smokehouse tonight. Hanging from rafters, unhurriedly developing mellow, nut-like flavor are Joyner's Genuine Aged Virginia Hams . . . each one slow dry cured, long cool deep smoked and patiently aged the traditional Virginia way. Here's a mellow introduction into a world of distinctive eating pleasure. Each hickory-scented slice from these Virginia delicacies will have that tantalizing aroma that brings back memories of woodsmoke on Autumn evenings. Each slice will be a rich color with firmly textured meat that's sweet-as-a-nut. A delight to the discriminating, Joyner's Genuine Aged Virginia Hams are the perfect gift for lovers of superb foods.

Make your gift selection from these Joyner favorites: Joyner's Genuine Aged Smoked Virginia Ham, Joyner's Fully-cooked Genuine Virginia Ham (skinned, fatted, baked and glazed), Joyner's Genuine Virginia Deep-smoked Bacon, or that famous country style treat . . . Surrey Farm Brand Red Gravy Ham.

Get in touch with the local Swift & Co. Sales Unit or we invite you to write or wire us direct.



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That's the number of accounts that used the Buffalo Courier-Express during 1955 (Classified not included). Of these, 1,398 were retail advertisers. 1,851 were national accounts.

These advertisers were responsible for a lineage increase of 80% over 1945 figures.

Yes, more and more advertisers are profiting from the fact that the Courier-Express builds bigger sales boosts in Buffalo. Use the *Morning* Courier-Express to get *more* advertising for your dollar concentrated on those with *more* dollars to spend. And the *Sunday* Courier-Express for maximum coverage in Buffalo's rich 8-county market. It's the state's largest newspaper outside of Manhattan.

ROP COLOR available both daily and Sunday.

BUFFALO COURIER-EXPRESS

Representatives: Scolaro, Meeker & Scott Pacific Coast: Doyle & Hawley

can show a definite improvement. Just like your sales quotas. He plans on three different letter-size folder calendar pages. Squares are left for each week. On another page, hourly segments for each day. This provides a general operating work plan. But, he warns, don't get too far ahead or plans will be vague and indefinite. And when you plan, consider how to combine activities. That's the reason for the planning — eliminating backtracking and repetition.

Fred Lazarus, Jr., president, Federated Department Stores, Inc., with sales exceeding $550,000,000 a year, figures he saves at least 25 minutes daily by writing out the week's schedule, then keeping constantly before him the 10 most important jobs ahead. Daily he reevaluates matters of highest priority, tackling the toughest tasks first. Henry J. Kaiser schedules himself by 15-minute segments. Result: He's learned to compress into a quarter-hour what might previously have taken 30 minutes.

Writing notes to yourself on all the things you have to do can be a bore and time-waster if you don't act on them. Best way to avoid this is put your notes in the form of action instructions. A. Phillip Goldsmith, president, Julius Kayser & Co., says that instead of noting you have to do something about the sales problem in Minnesota, list steps in specific terms. For example: three key steps in reorganized sales situation. Reassignments for Jones—replacement for San Francisco territory.

Time-stealer NO. 9: inability to delegate authority. Here's another time-waster for many executives. Not long ago I asked C. R. Smith, president, American Airlines, Inc., what he thought was the key step that really started him on the way up from employe to executive status. He replied: "When I got my first assistant, I was dissatisfied with almost everything he did. It took me so long to explain each thing I wanted him to do, and required so long for him to do it half as well as I, that I figured more time was being wasted than gained. Then I had a second thought. Perhaps the fault was mine. So long as I was going to be limited to doing only what I could accomplish myself, I'd have too little time and no true opportunity to advance. So I concentrated on getting and training aides to help do a job. I looked for people who were both industrious and confident, even if they didn't operate exactly as I might have. Each pair of hands and brain I trained helped give me more time to develop myself further."



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PHILADELPHIA

means personalities

Good show, John Facenda, let's call it a day. This man is really amazing. His 11 p.m. news on WCAU-TV rates an impressive 20.3 average in ARB for the first six months of 1956. Name any other three newscasters heard in Philadelphia—network or local. Their *combined* ratings will be less than that of Facenda's nightly chat to 851,000 faithfuls. One-time newspaperman John Facenda does 16 news shows a week. Eleven TV, 5 radio and they all click. The reason? Call it sincerity, magnetism, personality. Personality—that's what makes John Facenda the outstanding newscaster in Philadelphia.

That's what makes WCAU, too.

WCAU, WCAU-TV *The Philadelphia Bulletin Radio and TV stations. Represented nationally by CBS Spot Sales. By far Philadelphia's most popular stations. Ask ARB. Ask Pulse. Ask Philadelphians.*

IRE remembers the man
for he is the creative force in a dynamic, growing industry!



Earth satellites, FM, TV, radar, transistors, scatter propagation, solid state electronics point the way to the markets of tomorrow. In radio-electronics, the radio engineer builds these markets as he builds idea upon idea. Progress is spelled in newness — printed circuits, computors with memory feed-back control, telemeters that reduce radio signals to understandable data, completely automatic factories.

This comparatively young field will reach a 12 billion dollar volume this year and promises, within half a decade, to rival the automotive field as our nation's largest industry! IRE always remembers the men responsible for this growth.

The Institute of Radio Engineers is a professional Society of 50,000 radio-electronic engineers devoted to the advancement of their field of specialization. Their official publication, *Proceedings of the IRE*, is concerned solely with these men and their accomplishments. And *Proceedings of the IRE* is the only engineering journal in the radio-electronic industry exclusively edited *by* and *for* radio-electronic engineers.

Yes, IRE remembers the man . . . then is it any wonder that the men remember IRE? Best way to get products remembered, if they are sold in the radio-electronics field, is through advertising in the pages of *Proceedings of the IRE* for . . . *if you want to sell the radio industry, you've got to tell the radio engineer!*

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You Do . . . Because you can expect gratifying sales results from this prime audience — READY, WILLING and ABLE to BUY.

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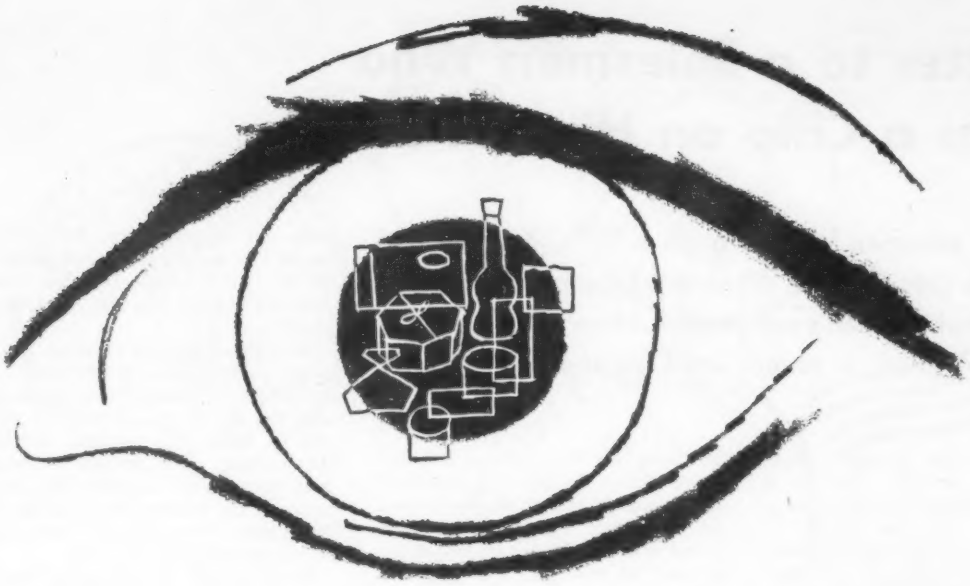
Time-stealer NO. 10: waiting. Robert A. Whitney, president, National Sales Executives, Inc., finds that despite the ease of making an advance call, at least 50% of all executives still wait in line at crowded luncheon places — and often for railroad and airline tickets, store pickups and other services. Whitney estimates he saves between 20 and 45 minutes by rarely going anywhere without an advance call. Industrialist Roy Fruehauf finds he always has time to keep up with business publications, reports, correspondence, by constantly carrying a dispatch case filled with items to be read at odd moments. This leaves after-work hours free for personal reading. Like many other top executives, Fruehauf has taken reading acceleration courses and improved speed from a 250 average to over 700 words a minute.

Time-stealer NO. 11: taking work home. A good many executives told me that they have to take work home. But you can overcome this problem, or at least make it easier. Many carve out a brief period at the close of the working day to list the next day's major tasks. The 10-minute tidying-up period gives you a sense of completion, enables you to be more at ease during leisure hours since knowing you've put it down and won't forget, helps avoid worrying about many business problems at night.

Time-stealer NO. 12: wasting your subordinate's time. Sales executives are also likely to commit one other great time-waster—too many letters, bulletins, reports to the field and too many reports required from your men. At United Airlines they periodically collect from their mail room copies of all mimeographed bulletins, reports, statistical sheets; find that often 40% are unimportant or for other reasons susceptible to pruning.

Whenever I want a speedy reply and have reason to believe the recipient may be slow, I enclose a carbon plus a stamped, addressed, return envelope. Points to be answered are put in question form and underlined. And it brings results. Mrs. Margaret Rudkin, director, Pepperidge Farm, Inc., cuts down back and forth reports as well as office filing time and space by using the backs of letters for replies. If there's no need to keep, she notes the answer on the original and mails it back. **The End**

For reprints of "Why You Have So Little Time to Think" write to Readers' Service Department, Sales Management, 386 Fourth Ave., New York 16, N. Y. Price 25c each. No. 334.



HAVE YOU SEEN YOUR PRODUCT LATELY?

Sure, we know you've looked at it – in the plant, on the shipping platform, or maybe in your sample kit.

But have you *seen* it the way a prospective customer sees it?

It is amazing what you sometimes see when you get around to the other side of the desk and look at your product from the prospect's skeptical and frequently uninformed viewpoint. You discover questions that need answering. You learn that some of your product's best features can pass unnoticed. You find out that a minor feature (or one you think is minor) carries much weight with some users. And from all this you are able to isolate the real sales appeals and the real obstacles (not just the excuses your salesmen often get.)

This is why we make it "standard order of procedure" to circulate among our clients' customers and prospects and listen as they talk about their needs, their problems, and their ideas. After a number of calls of this sort we begin to see a client's product, not just as he sees it, but as the prospect sees it.

Then, not because we are smart but because we know what prospects want, we are able to prepare selling tools that correct the misconceptions, answer the questions, and pave the way for increased sales when your salesmen call.

These selling tools take different forms, depending on the need: manuals, handbooks, catalogs, sales aids, advertisements, direct mail. The same research that reveals prospects' needs often shows the best means of communicating with them.

There is no magic in this approach, but there is a lot of hard work on the part of skilled investigators. There is a good deal of satisfaction, too, when we help a client "see" his own product, and then sharpen his advertising so as to help remove the real or imagined obstacles that retard his sales.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. LExington 2-3135

A Letter to a Salesman Who Carries a Chip on His Shoulder

Almost all salesmen have to gripe a little. But now and then a case gets chronic. When this happens, it's time to straighten out the man's perspective. Here's how one sales manager handled a recent case — and with results.

Dig up a sales manager about whom this is *not* true: He has a salesman or branch manager who is a good man—who has proved it over, say, a quarter of a century, but, as he gets older, the company can do nothing *right,* while he can do nothing *wrong.*

The vice-president of an old New England company has—or had—such a problem. At long last patience burst its bounds and the veep fired off this letter. It produced an apology born of better understanding. For obvious reasons the sales executive doesn't want his company mentioned. "Anchor" is fictitious; the letter isn't.

Dear Joe:

You don't know how in this particular instance and at this particular time I wish Los Angeles were not so far away from us. I'd much prefer to sit down and talk with you rather than write you. I hope you will understand perfectly the spirit in which this note is being written.

Frankly, you remind me very much of the proud mother who went to see the parade in which her son was marching. As the ranks filed by and reached the point where she could see her Johnnie she tapped her friend on the shoulder and exclaimed, "Oh look, everybody's out of step but my Johnnie."

Now, I know you're not that kind of a guy, but that is the *impression* you are creating with a few people and I don't think you want it that way. You know, we gain impressions of people in various ways and over a period of time. It isn't only certain particular memos that you have written, but it is the sum total of them that is doing this which indicates something is wrong.

You seem to give the impression that the people who run this organization are the most stupid, most ignorant, and mentally lazy collection of human beings that ever drew the breath of life. You seem to feel that we're not on the ball, that we don't know what's going on, and don't take advantage of our opportunities. I find it rather difficult to justify this attitude on your part because somehow or other we seem to enjoy an excellent reputation of being a well-managed company. Can we be fooling everybody except you?

I think we need only look at the great progress that has been made in the company over all the years and more particularly in the somewhat decent record we have compiled in the results of the year just closed. Within two weeks you should have in your hands a copy of the Annual Report and you can see for yourself. Sales—the highest they have ever been, up to $47 million. Profits—$3,492,867 against last year's $2,741,880; per share, this year $4.32 against $3.60 last year. Not bad, eh?

Let's be specific on this impression I get that you think we are dumb, stupid and lazy. Your memo to John Harding and the clipping from the Press-Review asks "why can't we get free advertisements and publicity like this?" It is evident you haven't looked at the record or you wouldn't make such charges.

Publicity with Dignity

We probably get more of this type of thing than anybody else in the business for the good and simple reason that having been in it as long as we have, we know how to get it. We have a very hard-and-fast policy approved by our president that we will not *ask* for advertising allowances from our suppliers and we will not *beg* for advertising mentions from our customers, but there are other ways of getting around this and still maintain our dignity. Just yesterday I approved an advertisement which is to run in a list of business publications featuring an installation made by one of our customers. The advertisement is practically *our* advertisement. With this memo I'm sending you a few samples of the type of thing that has been done for us by big and important people.

When it comes to editorial mentions (which can't be bought) in newspapers and magazines, we probably get, by far, much more of this type of thing than anybody else in the business. Pick up any of your good magazines in either the consumer or the business field and you'll see constant mentions and featuring of our merchandise.

So the actual record is very much against your charge. Don't pick out an isolated instance and hold it up as typical.

Attention Is Equal

Now—as to the sarcastic charge contained in your memo of July 24 that "you are thankful for the little favors, but some day I hope to see Anchor products where they should be," that sort of sarcasm isn't typical of you. It's beneath you. Reading it gives me the impression that you and your territory are singled out by everybody in the company for persecution.

Let's look at the record, as good old Al Smith used to say.

You and your territory have probably had more specialized thought and attention expended upon you and it than any other territory in the whole country. We are conscious of its unique qualities, its specific problems, the distance factor, the vastness of it and everything else, and we have done and will continue to do everything within our power to help solve the problems involved.

Lest you forget it, let me remind you of the $25,000 we spent not too long ago on the contest idea. You wanted it; we supplied it. I am sending you a proof of one of the advertisements so you may refresh your memory.

Don't forget the campaign that ran for some years in that sectional magazine you begged for, and which was stopped only because we could no longer afford the disproportionate heavy expenditure on this particular form of venture.

Let's take the present national magazine campaign and look at some of the facts.

Your territory consists of El Paso,

All postmarks are actual reproductions. Post offices mentioned in the text really exist.



Grit is a basic medium for mass-market advertisers

When you sell to every Mary (Ky.) and Bill (Wyo.), you've got to root 'em out wherever they Maybee (Mich.).

There are an awful lot of them in hard-to-reach places—specifically, in the true small towns of America; the *nonsuburban* towns far enough removed from big cities to be uninfluenced by them; the towns too small for daily papers, magazine subscription crews, big cut-price merchandisers, the multitude of metropolitan advertising media.

You can't ignore these people. They're prosperous, ready to buy. They're good customers.

There is, we submit, one best way to influence them. Advertise in Grit, the national weekly cut specially to their cloth. Grit is a favorite in over 16,000 small towns. Its cover-to-cover readers number 4 million weekly. And 58.53% of them are concentrated in towns of 2500 and less—a circulation concentration several light-years away from that of any other important publication.

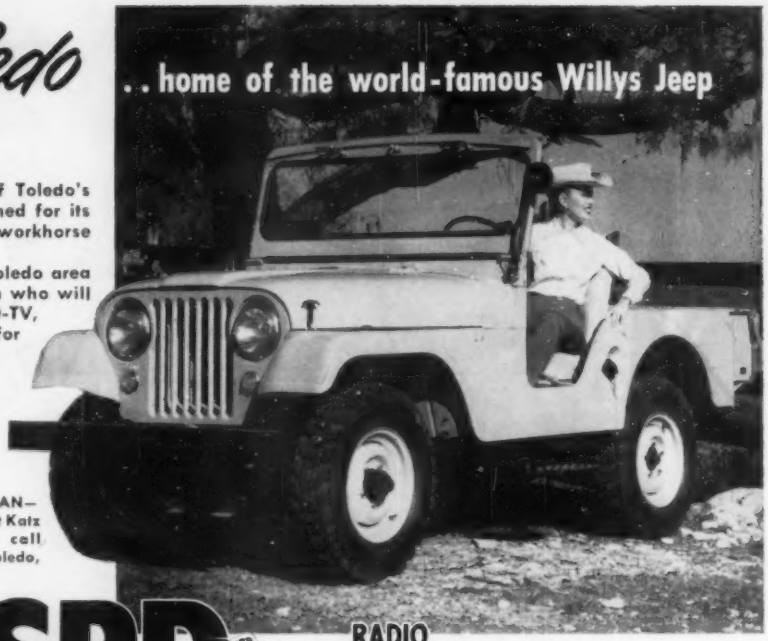
You'll be in good company in Grit. The word around Madison and Michigan Avenues is that this is a "hot book." Advertisers are beginning to appreciate as never before what Grit can do for them. And at such low cost, too. With Grit, you can have a big-space, consistent campaign in 16,000 small towns at a cost of about $2 per town *per year*.

Grit is a Dilley (Oreg., Tex.) of an advertising Purchase (N.Y.).

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco

GRIT
AMERICA'S GREATEST FAMILY NEWSPAPER

Here's Toledo



Made by Willys Motors, Inc., one of Toledo's largest industries, the Jeep is renowned for its exploits in peace and war, a modern workhorse for farm and industry.

To sell your product in this rich Toledo area market, you need a modern salesman who will work for you. Your answer is WSPD-TV, with maximum 316,000 watt power, for complete sales saturation of a 23 county, billion dollar market.



TEST THIS SALESMAN—
Contact your nearest Katz representative or call Cherry 8-6201, Toledo, direct.

WSPD RADIO TELEVISION TOLEDO, OHIO

Represented Nationally by KATZ

Storer Broadcasting Company
TOM HARKER, NAT. SALES DIR., 118 E. 57th STREET, NEW YORK

Tex.; Arizona, Idaho, Montana, Nevada, Oregon, Utah, Washington and California. You are *manager* of the whole territory.

In this territory we find 6,841,000 families which is 14% of the U. S. total of 48,604,000 families. Fourteen percent, mind you, of all the families are in your territory. The total circulation of the magazines we are using this year is 18,552,800. In your territory you have 2,831,100 or 15.25%—14% of the families and 15.25% of our magazine circulation. No discrimination there! Our magazine circulation on a total U. S. basis reaches 38.2% of the families, but in your territory it reaches 42.6%; it runs from 37.3% to 48.1% with an average of 42.6%. Again, very much in your favor.

The details of all these figures are shown on the attached sheet and I think will be enlightening to you.

As far as our national advertising program is concerned, every territory is treated on an equal basis. Everyone gets the same attention. It just so happens the figures give you a slight edge.

You know that the company does not look with any kind of favor on advertising allowances, and our general policy is not to grant them. But, you also know that we break down now and then under extreme pressure and do a little of it. I think you would be amazed if you know how *very little* we do. You'll have to take my word for it and I hope you will agree that you get your very fair shake along this line. I know you don't agree with our policy on advertising allowances. You think we should be more liberal, but I am confident that you and I will both live to see the day when we will all be more than glad we have followed the program we have on this subject. Sound business practices invariably pay off in the end.

Not As Reported

Just last week I spent an hour and a half with the advertising manager of our esteemed competitor and he is doing everything he can to quit handing out the small amount he is passing around to stores and it is much smaller than you would think. It isn't anything as it is reported to be. Just a few weeks ago several of our men interviewed the president of a large store and were assured that this other company had kicked through with $10,000. The advertising manager showed me the actual correspondence file on this store—he didn't ask me to take his word—and I assure you the so-called "facts" as reported were far from true. So when you hear a lot of things about what our competition is doing, take it with a grain of salt. Check it. Run it down. Make the buyers who give you these so-called facts prove them.

I've written this memo to you in one spirit and one spirit only—namely, to try to be of some help to you. I often say to various men in our organization—what a hard job fellows like you have! You're far removed from the main seat of company activity and you get lonely. I don't blame you. I'd get desperately lonely. Don't ever think that you are thought of or even treated as a "distant" relative.

In Scene 2, Act 1, of William Shakespeare's JULIUS CAESAR appears a line that I like to quote to myself very often. I don't say it applies to you, It does to me when I get in a fault-finding mood. It goes:

Men at some time are masters of their fates:

The fault, dear Brutus, is not in our stars,

But in ourselves, that we are underlings.

PHILADELPHIA DAILY

NEWS

PHILADELPHIA DAILY NEWS Story in 2 Minutes

PHILADELPHIA DAILY NEWS "born" December 22, 1955. **New Management. New faces. New face. New Presses.**

* * *

EDITORIALLY STRONGER. New concept. Modern! Compact. Concise. Drawing more readers. More buyers.

* * *

CIRCULATION has risen. Continues to rise. Means more coverage to the advertiser.

* * *

"HOME DELIVERY." Before-breakfast edition . . . currently giving a rising bonus at no extra cost to Daily News advertisers.

* * *

CHARACTER OF READERSHIP changed. People interested in their homes. Buying for their homes. Their families.

* * *

BRINGING MANY NEW RETAILERS in the Daily News in 1956. Others using **more** linage. Among them, some of Philadelphia's **finest** shops.

* * *

RETAILERS ARE SEEING the "bright difference." Being "bright" by buying the **new** News.

* * *

THE WAY PHILADELPHIA RETAILERS are spending their advertising dollars clearly shows: "The swing is to the Daily News."

* * *

FOR PHILADELPHIA RETAILERS a new newspaper was born. The Daily News **came alive** in '55. **More alive** in '56.

* * *

RETAILERS RE-EVALUATING their newspaper advertising expenditures. Took a long look.

* * *

RETAILERS KNOW advertising should not be an expense — but a source of revenue.

* * *

SO FAR IN 1956—Philadelphia retailers have **increased** their linage in the Daily News. Decreased it in the Bulletin and in the Inquirer.

* * *

DAILY NEWS RETAILERS reach a large slice of the Philadelphia market — with low-cost, high-visibility, small-page units.

* * *

THE DAILY NEWS NO "AD-BURIED" newspaper. Retailers know you **can't** bury an ad in the Daily News.

* * *

SAME SPACE in the tabloid-size News makes a bigger splash! For a full page is only 1,000 lines—**not** 2,400—**not** 2,480 lines.

* * *

DAILY NEWS FIRST tabloid-size newspaper in U. S. to offer R.O.P. color! Bringing another important factor of advertising effectiveness within reach of retailer's advertising budget.

* * *

JUNE, JULY, AUGUST, 1956, retailers **increased** their linage in the Daily News by 113,573.

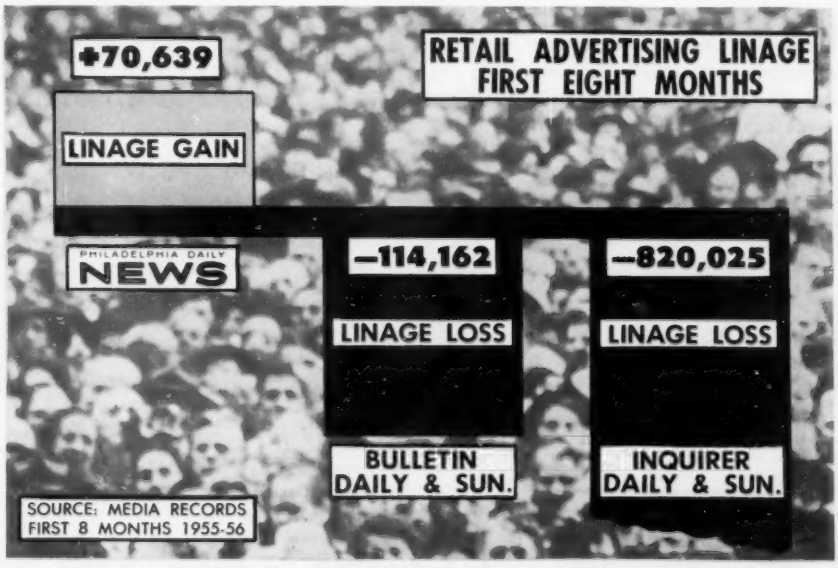
Retailers Revolt in Philadelphia

PHILADELPHIA. (First eight months 1956) Here, in the birthplace of American revolution, a new kind of revolt is in blazing progress. It is a revolt of retailers against the oppression of rising costs in advertising.

The embattled merchants, who vitally need newspaper advertising in order to operate profitably, are turning against "the old way". As the battle chart below plainly shows, retailers are overthrowing Yesterday's accepted way of making sales. They have discovered Today's new medium, a sales-making medium that makes sales at a profit.

Study the chart. It is a graphic "score-card" on the progress of the revolution. It clearly reflects retailers' thinking. Retailers know that an ad can't sell unless it's seen . . . and they know their ads can get tragically buried in the "linotype graveyard" of overcrowded newspapers. They know that profits shrink in the face of rate rises and irritating "extra service" charges. They know that ads must "pay", not cost.

That is why they are in revolt. Look at the record:



After all, as one Philadelphia newspaper so often states:

"Advertising linage is the final measure of a newspaper's sales power".



Keep sales curves up

Send credit risks down

WITH TRAVELING CREDIT

A cautious credit man and an aggressive sales manager can work together to increase company profits by using the Douglas-Guardian Plan of Traveling Credit.

Here's how Douglas-Guardian can help you when too much working capital is tied up in finished products.

We issue field warehouse receipts on inventory right where it stands. These receipts, turned over to banks and lending agencies, become sound security for loans that can be used by the manufacturer to supplement capital or by his distributor to obtain funds locally and pay his invoices promptly.

For more complete information about how the Douglas-Guardian plan can benefit your business, mail the coupon below.

DOUGLAS-GUARDIAN
WAREHOUSE CORPORATION
118 N. Front Street, New Orleans 1, La.

Please have a representative from your nearest office phone me for an appointment.

Name_____

Address_____

City_____

Phone_____ Zone____ State_____

SM-10-19-56

Mind you, I didn't say it applied to you. I'm leaving it to you to decide if it does.

Then there is another quotation I often recall from Frederick Temple Hamilton Blackwood (Lord Dufferin) 1891, part of which is:

Look not on the failures of others and merits of thyself; cast thine eye on thine own fault.

I've spent too much time on this memo when I might have been doing some work that is crying so loud to be done. I want to close with another thought.

Count your blessings! Some day, take the day off and go out on the highest peak in the San Jacinto Mountains, or even try Mt. Whitney, and look down on the whole thing. Get a good perspective. Make out a sheet and list the assets and liabilities (current and long-term) and I think you'll find that the former far outweighs the latter. I find this practice very comforting and humbling at times.

Good luck!

Cordially,
Harry



The 27 Sales Billionaires of 1955

	1955 (Billions of dollars)	1954
1. General Motors	$12.443	$9.824
2. Standard Oil (N.J.)	6.272	5.661
3. Ford Motor	5.594	4.062
4. U. S. Steel	4.098	3.250
5. Chrysler	3.466	2.072
6. General Electric	3.095	2.959
7. Swift & Co.	2.404	2.510
8. Bethlehem Steel	2.097	1.667
9. Armour & Co.	1.968	2.056
10. du Pont	1.909	1.688
11. Gulf Oil	1.896	2.056
12. Western Electric	1.853	1.526
13. Socony Mobil	1.839	1.704
14. Standard Oil (Ind.)	1.781	1.660
15. Texas Co.	1.767	1.574
16. Shell Oil	1.484	1.312
17. Westinghouse	1.441	1.631
18. Goodyear Tire	1.372	1.090
19. Standard Oil (Cal.)	1.278	1.113
20. National Dairy	1.260	1.210
21. Republic Steel	1.189	.846
22. Union Carbide	1.187	.924
23. Intl. Harvester	1.166	.994
24. Firestone Tire	1.115	.916
25. Sinclair Oil	1.110	1.021
26. R C A	1.055	.941
27. Procter & Gamble	1.038	.965
Total	67.207	56.881

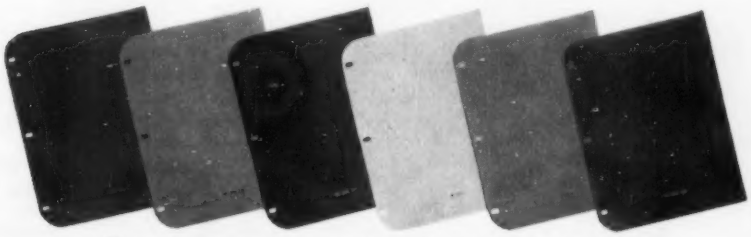
(Group increase 18%)



Planning a New Catalog?

In this "National Catalog Selector", Your National Stationer Can Show You Over 500 Variations of Cover Materials, Colors, Printing Methods, Mechanisms, Indexes — in 10 Minutes!

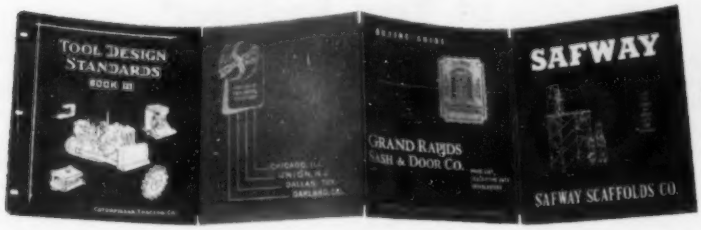
Here's the easy, practical way to "pick and choose" for your new catalog, sales manual or portfolio. Your National Stationer will bring his "National Catalog Selector" to your office to help you make the following 5 basic decisions quickly, easily:



1 WHAT BINDING MATERIALS? The Selector offers 25 colorful materials.

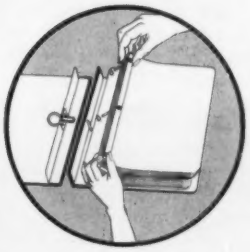


2 WHAT COLOR STAMPINGS? Varied-color stampings on acetate sheets for placement over bindings show different effects.



3 WHAT PRINTING METHODS? Twelve cover panels show stampings available: straight, 1 or 2 colors; embossed and stamped; screened on smooth materials; embossed and screened on smooth or grained materials.





4 WHAT STOCK MECHANISMS? Selector contains pictures of 12 stock mechanisms and binder styles.



5 WHAT TYPE INDEXES? Selector shows insertable tabs, printed tabs celluloid reinforced, leather tabs, and copper holed reinforced index sheets.

Write us for more facts and the name and address of your nearest national stationer.

NATIONAL BLANK BOOK COMPANY
1110 WATER STREET, HOLYOKE, MASS.

NATIONAL

Dealers Everywhere

Should Sales Managers Be Packaging Experts?

The "Ayes" have it. The reason: Packages have become one of selling's most effective competitive weapons.

BY VERNON L. FLADAGER
Account Executive, D'Arcy Advertising Co.

There's a story going the rounds in the packaging business concerning two salesmen marooned on a lonely Pacific atoll. Months passed into years. One morning Bill looked out and to his joy saw a king-size Coke bottle floating up on the beach. He rushed down, fished it out of the water, examined it with slowly mounting anguish. Suddenly he turned to his friend and cried, "My God, Sam, we've *shrunk!*"

Queen size, king size, flip-top, zip-open, squeeze it, spray it, roll it on, defrost in warm water, heat and serve, take 12, klick-klick . . . we speak a strange new language today, the language of uninhibited creative packaging.

It's so new, so unplanned for, so sprawling, so omnipresent and so overwhelming I think most of us scarcely grasp its real meaning. You yourself may have unblinkingly fought your way through at least a dozen new types of packaging this morning before you even got out the front door: a squeeze-bottle nose spray, an aerosol shave, an automatic razor-blade dispenser, a squeeze deodorant, a plastic toothbrush container, a cellophane shirt package from the laundry, a carton of fresh orange juice, a jar of instant coffee or a tea bag, a one-minute toasted waffle, a foil-wrapped section of butter, a handful of vitamin capsules and a flip-top pack of cigarets!

I assume you're a reader of SALES MANAGEMENT magazine because you have more than an average interest in the newest ideas and techniques for improving your skills in selling and sales management. Of all the scores of modern sales management skills crying out for your special attention, I am certain none offers you greater promise for personal and professional reward than the close study of modern packaging.

The Folding Paper Box Association recently released the results of a new national packaging survey which revealed that of the executives rated "most influential" in making packaging decisions, 30% were sales managers.

If you are among this 30%, obviously you already have a clear responsibility to keep your knowledge of packaging bright and shiny. But what about the other 70% of the sales managers? If they are truly responsible for marketing in the comprehensive modern sense, continued failure to exert packaging leadership may soon be not only a regrettable fault but, more important, fatal.

Unfortunately, modern packaging has become so complex in its purposes, methods, materials, machines, economics, and strategy, it's no longer sufficient simply to know that a new package design once in a while is "a good idea," or even to recognize clearly that packaging has been producing some spectacular sales results lately in every line from candy, cheesecake and cookie mixes, to charcoal, cement and car spare parts.

We've all been hearing a good deal in the past year about Philip Morris and with good reason. The unprecedented 5,000% sales increase generated by Marlboro's new flip-top box has apparently unhinged a good part of the cigaret industry. Philip Morris itself is already on the market with three additional brands in the new package, and L&M is not far behind.

The important point here, however, is not that Philip Morris found a successful new package. As the cynics

(continued on page 130)

How to Take a Critical Look at Your Packages*

The first and paramount design question you must ask is: *Will a package design change, or a series of changes, create higher net profit either by increasing sales or by reducing cost throughout the complete production and marketing cycle?* All the following questions relate to this central packaging problem. None can be answered without investigation. All are worth investigation. And the time to start is now.

Does your package look different from your competitors'? Growing competition increases the necessity for stronger trade-marks, more distinction in colors, shapes, surface, and shelf display. Your package should stand out from the crowd.

Does your design give you the latest advantages of automation? For lower cost and faster production, be sure your design allows you to take full advantage of the most recent advances in packaging machines. These range in cost from inexpensive retail-store models to machines costing tens of thousands of dollars.

Although progress in machinery design has been rapidly accelerated recently, only about 40% of American packaging production to date has been automated, so the chances are that you may still have a golden opportunity here. One engineer estimated that 70% of the machines in use today are outmoded.

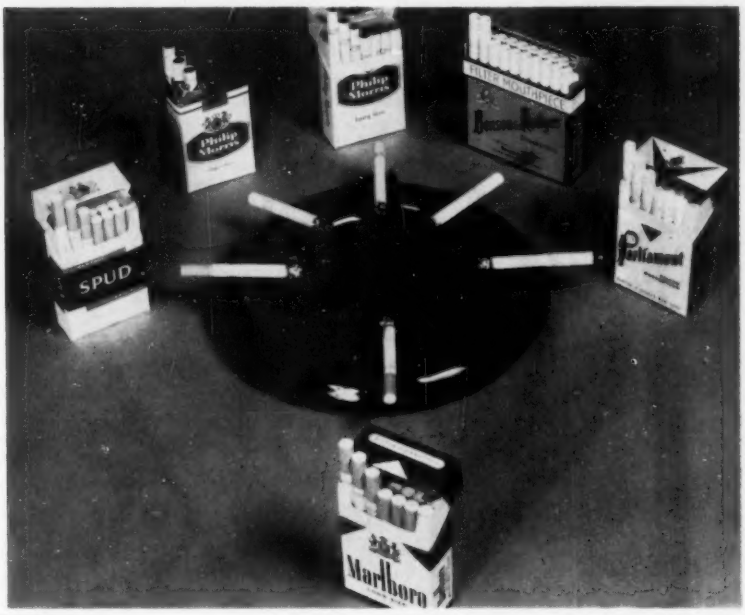
Does your design help solve retail "out-of-stock" problems? Even when a store has your product in the stockroom, it may be "out-of-stock" on the shelf. Furthermore, one study of shelf displays revealed that even a half-empty display can reduce sales by 50%. Your package design can help prevent "out-of-stock" in many ways, among them: better marking and identification on all

* An excerpt from THE SELLING POWER OF PACKAGING by Vernon L. Fladager, McGraw-Hill Book Co., Inc. Price: $3.50



NEW MASS DISPLAY: Helene Curtis solves mass display problem for new spray net assortment with Container Corp. combination shipper-display unit.

NEW PERSONALITY: Philip Morris creates fresh new sales personality for its cigarets through repackaging (4 of 6 brands now in new flip-top box), integrated with intensive publicity, advertising, selling and merchandising.





NEW ECONOMY: New 6-unit shelf-pack bundling in Olin Cellophane cuts packaging, shipping and handling costs, simplifies stockroom identification for Squibb toothbrushes, and boric acid.

sides of your cases, half-shells that make better visible displays, zip-tape packages for easy opening and display, can spouts that allow right-side-up stacking, shelf-racks for small or hard-to-display packages, smaller case sizes to fit retail selling and reorder patterns, stronger brand identification, identification on all sides of your consumer package, so that the customer will recognize it no matter how it is displayed.

Does your design take naturally to promotion? The integrated package promotion is growing in importance. Your package should, if possible, have special promotable features that lend themselves to advertising, point-of-purchase, publicity, and merchandising. You need good visual identification for both television and print. Your best package advertising themes should be featured on your package.

Could your package benefit from a famous-name tie-in? If you have a well-advertised trade character like Elsie the Cow or the Campbell Kids, put it on your package, or consider the use of one of the syndicated characters if



NEW VARIETY: Gerber's solves marketing problem created by modern baby-feeding need for variety formulas with a new 4-in-1 pack of small boxes of popular baby cereals. Results were immediate and remarkable.

PACKAGING EXPERTS—CON'T.

will say, it could have been luck. The real significance will be found in this company's new attitude toward packaging. Thousands of top executive man-hours and hundreds of thousands of dollars were devoted to developing a new packaging-advertising-promotion-publicity-merchandising approach to marketing. The cigaret-selling rule book, hallowed industry traditions and past statistics of packaging results were thrown bodily out of the window, along with that quaint but persistent old notion that you can solve any sales problem with a better sales force.

Packaging, in short, was elevated to the rank of a *major and decisive marketing force.*

A study of the growth records of individual consumer brands (and many industrial brands as well) over the past seven years reveals one clear fact: Every marketing management that has consistently applied modern packaging concepts has been blessed with well above average, and often dazzling, sales and profit success.

Now success is a many-splendored thing. It is also a many-reported thing. There's the Call report, the Neilsen report, the Annual report and the Press report. These are all fine success reports. But unless you're a close student of packaging and extremely gifted at reading between the lines, none of these reports is likely to make it clear to a man in a hurry just how much—and on how wide a front—packaging knowledge and skill con-

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CRITICAL LOOK—CON'T.

it's in the current vogue. Davy Crockett did wonders for hundreds of products, and the use of Howdy Doody on pre-packaged produce proved a big sales help to many products.

Does your design reduce handling, warehousing, and stocking costs? Check your package at wholesale and retail levels. Smaller-quantity cartons to fit present trade requirements, zip-tape cartons, bundling, price markings, shipper displays, and other new aids to handling, order picking, inventory, retail shelf stocking, pricing, and display can win real attention for your brand. Take the detail out of retail!

Does your design reduce breakage, soilage, spoilage, and pilferage losses? You can design these into your package or out of it. Most losses can be prevented or greatly reduced with such modern package techniques as stronger cases, cellophane-overwrapped trays that can stand stacking, better selection of packaging materials, carding or bagging of small items. These losses can be a serious problem.

Does your design show off your product? If your product must sell itself, it is usually a good idea to show it off with transparent packaging. Not all products sell better when you see them, but the big trend today is toward visible packaging. New techniques make this type of packaging feasible not only for food, but for everything from plants to hardware.

Does your design allow for frequent face changes? The newest trend is toward frequent changes of illustrations on packages, sometimes as often as every month, in the manner of magazine advertisements. Good design can retain continuity of brand identification while giving you the advantages of fresh, new illustrations to excite the eye, suggest new product uses, tie in with current advertising themes and seasonal promotions.

Does your design allow for standardization? In a recent store survey, 94% of the store managers said they wanted simplified sizes for bakery products. This applies to a wide range of other products as well. While distinction must be achieved on the one hand, on the other, intelligent standardization can be a big moneysaver for you and should always be a design consideration. The National-American Wholesale Grocers Association, for example, has prepared recommendations for standardized shipping containers. The United States Bureau of Standards is very interested in this subject and may be of help to you.

Does your package offer something "extra"? Your competitors will soon be offering more "extras" and so will you: a recipe, an idea for a new use, a premium or a coupon, a cut-out, a special offer, a new opening or closure, a new re-use feature, a new convenience such as the fractional pack. Even a polyethylene marshmallow bag can become a toy puppet!

Does your package help increase unit sales? This is a very important trend for all types of products, with multiple-item, related-item, and larger-size packages fast becoming best sellers in all types of retailing. Even the smaller fractional packs can be rebundled into big carry-home packs. Products range from handkerchiefs and undershirts to cigarets, proprietary drugs, and hardware.

Does your packaging give you enough varieties? To meet or beat growing competition, check your packages against your competitors' for variety of sizes, styles, quantities, colors, prices. Trends change more rapidly now. Any change in family size, age, economic stature, tastes, or living conditions may radically alter variety requirements. You can lose your most loyal customer to a competitor if you don't have the right variety. In Germany, economic conditions made even the half-pound coffee bag a real success.

Does your design bring the customer back for more? Repeat business is the most profitable. Be sure you design "come back again" features into your package: more convenience, better point-of-use features, good selling copy on your product quality.

Does your design lend itself to mass display and new fixtures? Not all products can expect mass display, but if your package design isn't right, you'll never get it. Make it easy for the retailer. The last word in this department is a completely packaged end-island unit, complete with related products, promotion material, and simple instructions. Keep checking your designs for better mass display and new store-fixture requirements.

Does your design sell itself? If it meets the most rigorous new self-service requirements, your package will usually meet any retailing need. But it pays to check not only your chief type of outlet, but also at least a half-dozen other channels of retail distribution. Syndicate stores, for example, measure counter space in inches, and you must pack a lot of sell into small space; if you design for department stores alone, you may miss some lucrative markets.

a timely new service for sales executives



Current Policies and Practices in Sales Management and Marketing Techniques

A series of special reports prepared by The Research Workshop of THE SALES EXECUTIVES CLUB OF NEW YORK, INC.

How it all started

The sales executives of the New York Club felt—and expressed—a need to be kept abreast of the many trends that continuously develop on all sales fronts. Further, they wanted to get this information in statistically accurate and up-to-date form, so that they could determine easily and rapidly whether or not their own companies were in step with the times.

Plans, method and scope

This challenge to provide practical answers to worrisome sales and marketing problems became the prime project of the Research Workshop. Sparked by the Workshop's director, Edgar A. Steele, and guided by the Club's Research Committee of over forty experts, the first report was soon under way.

Detailed questionnaires on the chosen problem went out to a wide and random group of sales executives. This was no local, limited group of businesses. Over 81% of the Workshop's long list of potential respondents sell their products or services nationally.

As the returns were tabulated, it soon became apparent that here was a tremendous cross-section of types of industry . . . types of product . . . and types of selling. For the reader's benefit, it is in categories such as these that the studies have been broken down.

Something new and different

The subject matter of the first three reports has already been determined by members of the New York Sales Executives Club:

Report 1. Salesmen's Compensation and Incentives
Report 2. Salesmen's Printed Materials and Working Tools
Report 3. Sales Control Methods that Get Results

All further topics will be selected by Club members plus report subscribers, who will be polled as to needs and preferences for future studies. Each report will then be supervised by a special editorial advisory board chosen from Research Committee and Club members who are experts in the field. For the first report, for example, the advisory board consisted of:

Gerald C. Denebrink, *Vice President in Charge of Sales, C. H. Masland and Sons*
Fen K. Doscher, *Vice President in Charge of Sales, Lily-Tulip Cup Corporation*
Arthur Dougall, *President, Stewart, Dougall and Associates, Inc.*
Dr. Albert D. Freiberg, *First Vice President, The Psychological Corporation*
Frank Winslow Mansfield, *Director of Sales Research, Sylvania Electric Products, Inc.*
Dr. Herman C. Nolan, *President, McKesson and Robbins, Inc.*

Published at two month intervals, these continuing reports will assure subscribers of up-to-date, factual information. Thus they will be the most timely and thorough studies of their kind, benefitted by the Workshop's unusual access to the methods and thinking of so many representative sales managers.

What these reports can mean to you . . .

- **With knowledge of the experience of hundreds of other sales executives, you will be in a far better position to plan and expand your own sales activities.**
- **You'll have a real basis for developing methods to increase efficiency and reduce cost.**
- **You can determine actual sales practices—and the range of those practices—in fields similar to your own.**
- **You'll have factual ammunition for recommending new approaches (or justifying old ones) to top management or stock-holders.**
- **You'll have a continuing source of information on sales management trends in a wide variety of problem areas.**
- **And—this information will be in easy-to-read, form—graphically presented with charts and tables.**

Although the reports will naturally vary in length, they will average about 100 pages each, size 8½ x 11 inches. With the first report, published on November 15th, you will also receive at no extra cost an attractive binder to contain the 1956-1957 series of six reports. With each subsequent series, a new binder will be issued. The total cost of the service is $72 a year. *Individual reports will not be sold separately* but subscribers may order additional copies at a nominal charge.

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tribute to the success of modern sales management.

Here, for example, are 10 different areas, each important to final victory, in which expert knowledge of packaging contributes every day to that complicated behind-the-scenes activity known as successful sales management:

1. Pricing.
2. Evaluation of competition.
3. Trade relations.
4. Sales training.
5. Advertising, promotion, merchandising.
6. Warehousing and shipping.
7. Sales force stimulation.
8. Long-range market planning.
9. Consumer research and relations.
10. New product development.

Curtis Rogers, executive vice-president, Market Research Corp., has estimated that over $500 million will be invested by American business this year in new products and test marketing. This gives us a pretty clear indication of the dynamic condition of current marketing competition. It also underscores the growing importance to sales management of an astute grasp of packaging, since some part of every one of these dollars inevitably involves new packaging.

Do You Have Any of These Sales Problems?

Some representative sales management problems which creative packaging design can solve:
Too much "out-of-stock" at retail?
Warehousing, stocking and handling costs too high?
Production line too slow or costly?
Excessive complaints about breakage, soilage, spoilage or pilferage?
Unit sales too low?
Losing customers to your competitor's new varieties?
Too many customers not buying a second time?
Can't get mass display at retail?
Short of new promotion ideas?
Your product lacks the glamour of fame?
Share of market slipping despite repeated deals, premiums and other hypos?

While consumer selling dominates most contemporary thinking about packaging, industrial sales management also has an increasingly important stake in packaging. This year, for example, more than $4 billion will be invested by American industry in non-consumer packaging.

Increasingly, the world of imaginative modern marketing *is* the world of successful modern packaging. Packaging skill has become the *sine qua non* of today's most advanced sales managements. If packaging decisions have now become the decisions that can most often significantly change the course of your company's business, isn't it only common sense for you to become the one best qualified by training and experience to guide these decisions, to be the initiator and mastermind of your company's packaging as well as the one responsible for selling it? **The End**

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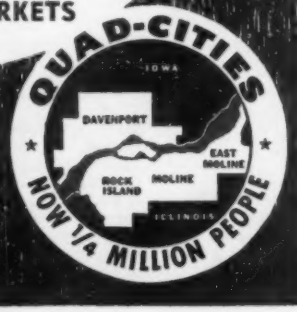
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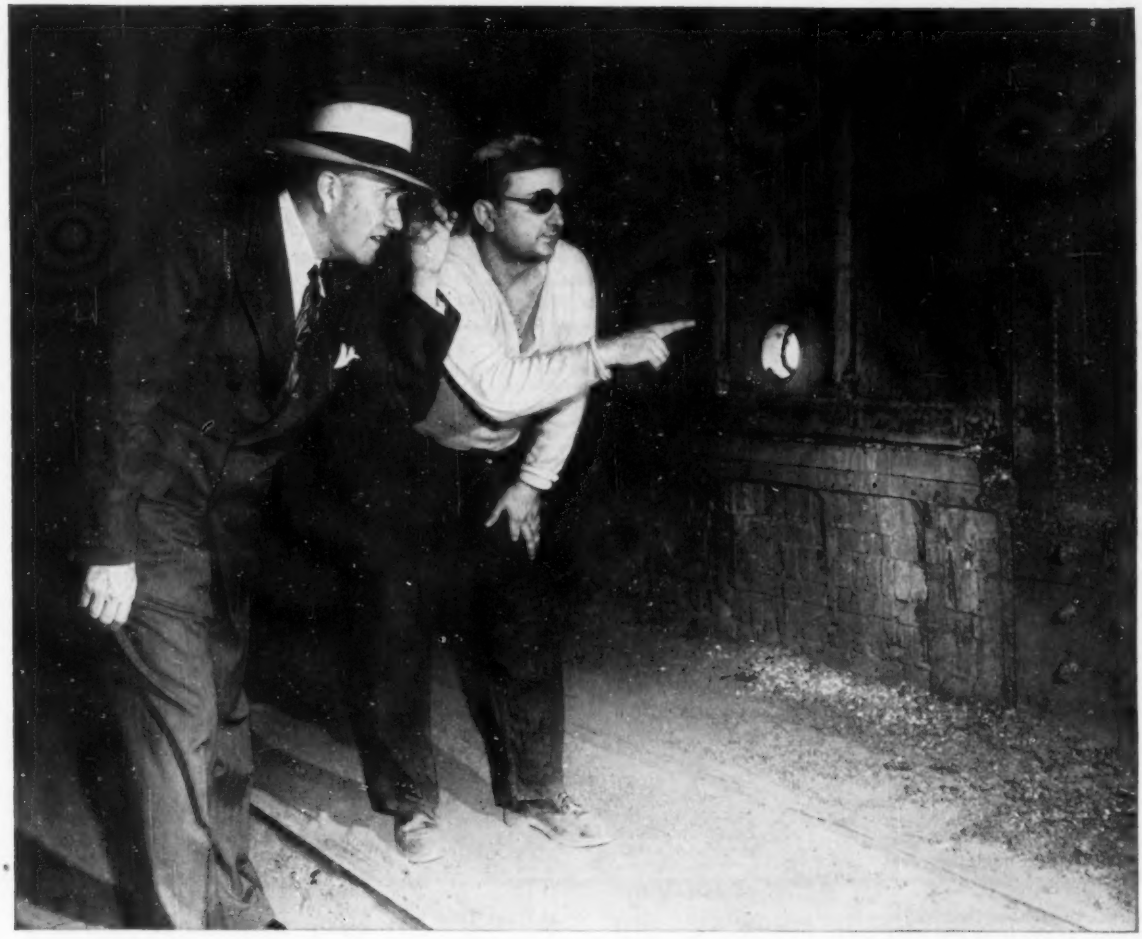
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. . . of reprints available from SALES MANAGEMENT'S Readers' Service Bureau. Some of the articles were originally run several years ago, others ran last month. All have been found useful by sales executives in a wide variety of companies and the demand for several perennial favorites, such as "Salesmanship as a Profession" (No. 149) and "A Portfolio of Sales Control Forms" (No. 221), has continued strong ever since publication.

SALES MANAGEMENT readers (primarily sales executives, general managers and marketing-minded presidents) have found a variety of uses for these reprints. They have been used for sales training, for distribution to employes, as a general mailing to prospects, for presentation to stockholders, for inclusion in house publications, for distribution to overseas branches. Quite a few companies use selected SALES MANAGEMENT reprints as basic parts of their sales manuals; a large number of concerns regularly send them out with sales bulletins to field forces. They are used extensively in schools and colleges and H. M. Howard, who heads the Readers' Service Bureau, recalls that a prison once ordered a selection of reprints on selling.

A great many of the orders for reprints are for single copies; most companies order several dozen at a time. One firm, however, has ordered and used 20,000 copies of a single article.

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Partial might be all right when it comes to an eclipse. But not when it comes to covering a market like Pittsburgh. Our "media claims investigators" gather proof that only the Post-Gazette covers the entire Pittsburgh market . . . both the City Zone (with 40% more coverage than the Sun-Telegraph) and the rest of the market as well! That broad coverage is still another reason why

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REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT

Can Canco Win Preference For Its Twin-Pak Carton?

Perfected packaging machinery now enables dairies to mass produce the Twin-Pak. Can Canco convince users that two quarts banded together for ease in carrying offer greater convenience than Ex-Cell-O's ½-gallon carton?



Whether American Can Co. can begin to close the gap on fast-moving Pure-Pak Division, Ex-Cell-O Corp. in the sale of paper milk cartons may hinge somewhat on the salesmanship of a not so well known firm, Smith-Lee Co., Inc.

Smith-Lee Co., which has just been licensed to handle national distribution for the Edlo semi-automatic Twin-Pak machine, which bands together two fibre milk quarts to form a single carrying unit, will exhibit the Edlo machine at the Dairy Industries Exposition in Atlantic City on October 29.

If Edlo's arrangement with Smith-Lee goes well, American Can Co. may have a potent counterthurst to Ex-Cell-O's half gallon, gable-top container.

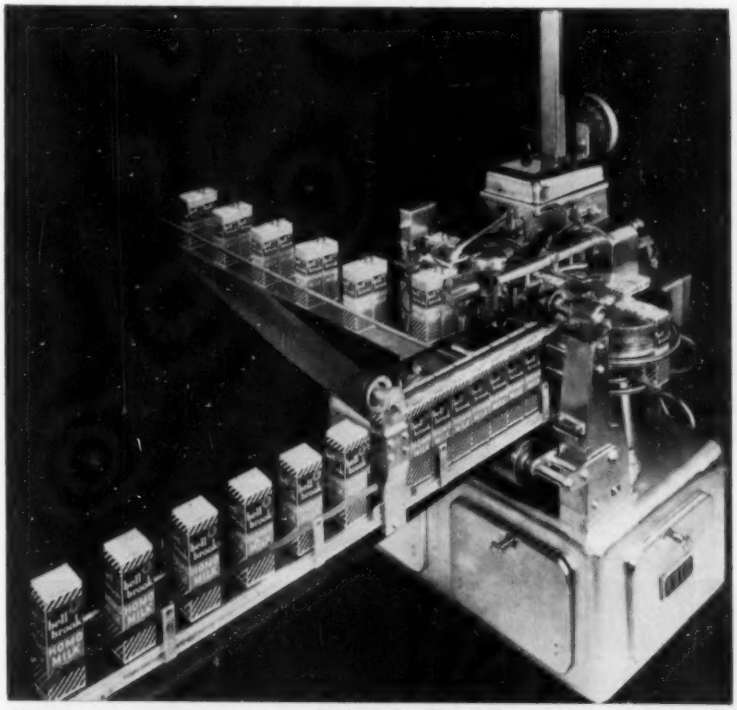
American Can supplies the individual quart milk cartons to be banded together to form a two-quart [Twin-Pak] carrying unit, which can be broken up at home, and can be used with the convenience of two single quart containers.

The American Can-Edlo relationship is typical of how Mr. and Mrs. American Consumer are given the opportunity to buy greater convenience because a sale, which they never see or know about, takes place between one factory and another factory. In this case, a manufacturer of machinery, Edlo, Inc., is selling American dairies on a new concept in packaging, and American Can is supplying the containers for the job. The net result is that the dairy can offer consumers a desired convenience, thereby increasing the dairy's total sales, and its share of the market.

Edlo's Twin-Pak consists of a band around the two-single quart containers plus a handle. The packaging idea was perfected by Theodore Jenkel, president of Edlo, in 1951. In 1949, Jenkel operated Bell Brook Dairies, Inc. He offered his experimental half gallon unit to his customers. They immediately accepted it. In fact, at the end of the first year, following Twin-Pak's introduction, Bell Brook's milk sales increased 30%. ("'Twin-Pak' Lifts Milk Sales For Bell Brook Dairies," SALES MANAGEMENT, August 1, 1951.)

Other dairies (by purchasing Twin-Pak band and handle assemblies from Edlo) likewise found the Twin-Pak two quart unit a quick sales builder. But at this stage of development in 1951 there was one serious obstacle to overcome . . . the application of the band and handle Twin-Pak assembly. It was a costly hand operation. It proved too slow for efficient use in conjunction with large volume.

By 1952, Edlo Inc. San Francisco, had engineered a machine which mechanized the application of the band and handle. In 1954, Edlo developed a fully automatic, rotary action machine. Now Edlo machines are made in three speeds—to turn out 40 to 200 quarts per minute, and the semi-automatic which produces 16 quarts per minute.



IN GO single quarts, out come Twin-Paks. The Edlo machine, tested for six years, is now being pushed into national distribution.

Edlo is convinced that Twin-Pak will continue to grow in consumer acceptance in a manner paralleling the growth of the large half-gallon package. This conviction is supported by a survey which indicates that "The strongest trends in packaging are toward more giant size boxes and increased uses of multi-packs." Furthermore, Twin-Pak is an impulse sales item. A shopper automatically reaches for the handy red handle. She can lift four quarts as easily as two—with one hand. But women prefer to use single quarts at home. They can pour one, store the other, cool, fresh and unopened. With the Twin-Pak women can break the two quart package into two individual quarts. The band which holds the two quarts together is also used as an advertisement by the dairy to merchandise other items—butter and cottage cheese.

American Can continues to be a poor second in the sale of paper milk cartons. Canco declines to release figures on its own output of sales. But Pure-Pak, which introduced the fabulously successful one half gallon gable-top milk container in 1943 has no such reticence. In fact, Pure-Pak has issued a brochure in which it states that Pure-Pak turned out 7,446,000,000 milk containers and this represents 63.3% of all milk cartons sales. Pure-Pak produced 1,546,000,000 half-gallon containers in 1955.

R. R. McNamara, vice-president in charge of sales, Sealright Co., Inc., freely reports that for the calendar year his firm turned out 527,500,000 units, of which 52,700,000, represented half gallon units.

So reticent American Can's output or sales is estimated for the year 1955 as 3,800,000,000 milk containers.

Presumably, more consumers will express their preferences for a half gallon unit. The immediate affect will be to reduce the market for single quart units, but in the end the total market for milk may be expanded.

Whether Edlo-American Can can become an important competitor with its two single quarts banded together against the acknowledged leader Pure-Pak with its one half-gallon container remains to be tested in the market place. In 1955, 34% of all milk bottled was bottled in Pure-Pak paper containers. In 1950, only 16.9% of all milk bottled was marketed in Pure-Pak containers. In fact, Pure-Pak not only has doubled its business, but it has steadily increased its share of market.

A For Example

Edlo and American Can anticipate many other prospects, to be sold in the coming year, will duplicate the kind of comments that have been made by E. Reed Garrison, sales manager, Echo Springs Dairy, Eugene, Oregon, the second largest distributor in the Eugene market.

"All of our competitors were using half-gallon containers," says Garrison, "and doing a tremendous job of promotion. After looking into the Edlo machine and the double-quart idea, we decided it had definite advantages over the conventional way of selling a half-gallon of milk." Garrison saw the merchandising possibilities of the Twin-Pak. His firm "shot the works on promotion." An incentive program was set up for the five wholesale salesmen contacting stores. It enabled the five salesmen to add about a hundred dollars a month to their pay.

Wholesale milk sales were up 55% in the first year, and retail quart sales were pushed up 34.5%.

So the sale one factory makes to another is just as important to marketing as the sale that is made to final user. **The End**

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3 HOLE KIT — $16.90
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How one advertising agency makes sure its clients get results

There are no "ands," "ifs" or "buts" in couponed, mail-order advertising. "When you have clients with record cards showing actual sales each advertisement produces, you are very careful not only about the *kind* of copy you run, but *where* you run it."

That's Victor O. Schwab talking, president of Schwab and Beatty, Inc., New York advertising agency which has been specializing in mail-order for 28 years.

Since 1930, Schwab and Beatty has placed almost 5,000,000 lines of advertising in The New York Times...equivalent to more than 2,000 full-size newspaper pages.

Why this concentration in The New York Times?

"It can be summed up in one word—sales," explains Mr. Schwab. "Not *possible* sales or *estimated* sales... actual, traceable, dollars-and-cents sales that we know are made directly from advertising."

Mr. Schwab believes that in The Times "there is a definite relation between seeing and believing. The Times policy of presenting news with frankness and honesty has evidently developed an unusual reader trust in *all* advertising appearing in its pages."

Perhaps you're not concerned with direct results as is the mail-order advertiser. But no matter how long-range your approach, you want your advertising to produce. It's logical to assume, too, that a medium producing for mail-order advertisers year after year can do the same for you.

That's why it's a good and profitable idea to keep The New York Times at the top of your list...year after year.

The New York Times

FOR 37 YEARS FIRST IN ADVERTISING IN THE WORLD'S FIRST MARKET

Clip this coupon after you have read this advertisement. Keep it. It will remind you that successful, profitable advertising in the world's biggest market is advertising in The New York Times.

The Haves Versus the Have-Nots

Better Homes and Gardens commissioned Alfred Politz Research, Inc., to make a 12-month study of typical American families. The results now are available in a 148-page spiral-bound book called, "A 12-Months' Study of *Better Homes and Gardens* Readers," and it deserves careful study by marketers.

Of the 7,512 individuals interviewed in the "first wave," 5,448 continued to be interviewed for a full year at three-month intervals, with the result that the study shows a wealth of detailed material on readership and buying actions, venturesomeness versus cautiousness, brand loyalty versus jumping from one brand to the next, "pass-on" habits, back-issue reading, saving and reference to clippings, differences between metropolitan and non-metropolitan families, etc. The book is available to advertising prospects of *Better Homes* and their agencies.

One of the most interesting features is a projection to the entire U.S. family population of the ownership of various possessions, including those in the following table:

	Have	Have Not
Dishwasher, automatic elec.	2.8	97.2
Garbage disposer, elec	3.1	96.9
Garden tractor	3.6	96.4
Skillet, electric	3.6	96.4
Rotisserie, electric	4.0	96.0
Blender or liquefier	4.4	95.6
Water softener	4.4	95.6
Air conditioner, window	4.8	95.2
Dryer, clothes	7.1	92.9
Ironer, automatic	7.8	92.2
Roaster, electric	7.8	92.2
Power tools, $30 or more	13.0	87.0
Food freezer	13.8	86.2
Deep fat fryer, electric	14.3	85.7
Power mower	16.8	83.2
Washing machine, auto.	23.6	76.4
Home workshop	26.6	73.4
Sewing machine, elec.	35.2	64.8
Food mixer, electric	48.2	51.8
Phonograph, electric	48.7	51.3
Heating, central	51.9	48.1
Fans, household	52.9	47.1
Kitchen cabinets	53.3	46.7
Water heater, automatic	56.4	43.6
Toaster, automatic	65.9	32.1
Vacuum cleaner	66.0	34.0
Television	67.9	32.1
Car, one or more	72.8	27.2
Refrigerator, mech.	94.0	6.0

How can one help but be optimistic about future sales possibilities when so many people lack so many needed products? The End



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Milwaukee, Wisconsin



everything is **UP** in
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1,193,444
Lines of Retail Grocery

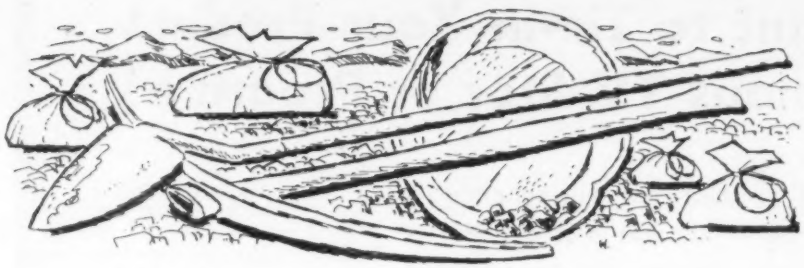
The Riverside Press & Enterprise publishes more retail grocery advertising than 3 of the 4 Los Angeles newspapers.

L. A. EXAMINER	840,593 Lines*
L. A. TIMES	1,348,630 Lines*
L. A. MIRROR-NEWS	935,700 Lines
L. A. HERALD EXPRESS	635,761 Lines

*Daily and Sunday

RIVERSIDE DAILY PRESS AND ENTERPRISE **1,193,444 Lines 1955**

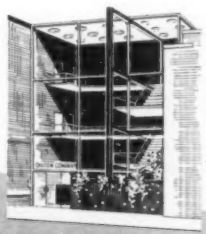
RIVERSIDE PRESS and ENTERPRISE
RIVERSIDE, CALIFORNIA
An independent market 65 miles from Los Angeles.
Represented nationally by Doyle and Hawley.



"thar's gold in them hills!"

Do you feel you have exhausted your search for marketing possibilities? Have you tired of digging—"plumbed the depths," as they used to say? Think a moment! Isn't there a field you haven't worked yet? Pay dirt may be nearer than you think.

Why not strike a claim in the waiting world of optics? Ever so many non-optical items are adapted to optical uses. Glance at the product check-list for guidance. And the most effective medium for reaching this field is The Optical Journal and Review of Optometry. You will find it a dependable guide in exploring the marketing possibilities that the profession of optometry and the optical industry have to offer.



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AND REVIEW OF OPTOMETRY
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CHESTNUT AND 56TH STREETS
PHILADELPHIA 39, PA.

The Optical Industry has Wide Sales Areas—Unexplored Marketing Possibilities . . . One of these May Need Your Product!

Abrasives
Acrylic
Air-conditioning
Alcohol (industrial)
Alligator hides
Alloys
Aluminum
Appointment books
Atomizers
Automobiles
Awnings

Barium
Benches (work and laboratory)
Blinds
Bookkeeping systems
Books
Book shelves and cabinets
Bottles
Brass
Broaches
Brocade
Brushes
Buffs
Bulbs

Cabinets (file and record)
Calipers
Carborundum
Cards (file)
Carpets
Cases (brief, sample)
Celluloid
Cerium Oxide
Chairs
Chamois
Chilling devices
Chrome
Chrome plating
Cloth
Coats (professional)
Coolers
Cotton
Cowhide
Crown glass

Desks
Detergents
Diamonds (industrial)
Dies
Drapes
Drilling fluid
Drills
Dust collectors
Dyes

Electric equipment and accessories
Emery
Engraving machines

Fabrics
File cabinets
Filing systems
Filtrators
Fish-scales
Fixtures
Flint glass
Flowers
Formers
Furnaces
Furnishings
Furniture

Gages
Garnet
Generators
Glass
Glass blocks
Glue
Glycerine
Gold
Gold filled
Gold leaf
Grinding wheels

Heaters
Heating units
Hinges
Hydraulic chairs

Ice
Illuminating units
Imitation leather
Initials
Initial sets
Inks (marking)
Instrument stands and tables
Interior decorating

Jigs
Juvenile furniture

Labels
Laboratory equipment
Lace
Lacquers
Lamps
Laps
Leather
Leatherette
Lens cleaning fluid
Lens tissue
Lightometers
Linings
Linoleum
Loose-leaf devices
Lucite
Lumarith

Machinery
Magnesium
Mailing boxes
Marcasite
Mirrors
Motors

Name plates
Nickel
Nitron

Office equipment and furniture
Ornamental trim (gold & gold-filled)

Pans
Paper and paper products
Patterns
Pencils (marking)
Pens (marking)
Pictures
Pitch
Plants
Plastics
Plating
Plating equipment
Platinum
Pliers
Plexiglas
Protractors
Pyralin

Quartz

Rheostats
Rhinestones
Rhodium
Rolled gold plate
Rouge
Rubber
Rugs

Sawdust
Screw finishing machines
Screws (metal and glass)
Sheepskin
Sheltac
Shelving
Signs
Silver
Solder
Soldering fluid
Soldering machines
Sponges
Stains
Stationery
Steel
Sterilizers
Stones (grinding)
Stools
Suedine
Surface blocks

Tables
Taps
Tissue paper
Tools
Tortoise shell
Trays (wood and plastic)
Truing devices

Uniforms (nurse & technician)
Utility cabinets

Velvet
Vinyl

Washers
Water buckets
Wax (polishing)
Wire
Wood

Zippers (case)
Zylonite

So You Want to Tie-in Your Product With a Famous TV Star or Program!

TV is on the prowl for the product that will enhance its productions . . . make a program's name and the star a household word . . . pick up royalties besides. The product on your drawing board may be just what video needs.

BY AARON ROTHENBERG • ***Rothenberg Associates***
as told to James Joseph

Two hundred and fifty thousand copies of the "This Is Your Life" album sold—a phenomenon that amazed its publisher, C. R. Gibson Co., Norwalk, Conn., and led one of the executives to quip, "First time we've ever gotten excitement over an album which hasn't anything in it."

It is true, of course. The "This Is Your Life" album—all two dozen different editions priced $2.50 to $14.95—is mostly blank pages, to be filled in by the purchaser, throughout his life.

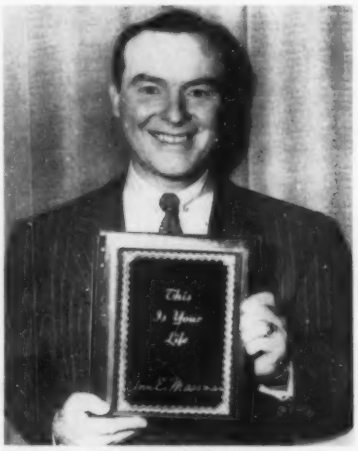
Four hundred thousand copies of the "People Are Funny" game sold —and in less than 18 months. Today, the game is top seller for Whitman Publishing Co., Beverly Hills, Cal.

Six hundred thousand model kits for building Pacific Coast Borax Company's historic trademark, "Twenty Mule Team," sold. And this a dollar-and-a-box-top self-liquidator which by year's end will likely place the sponsor's animated trademark on 1,500,000 U. S. mantels. As for the manufacturer of the kit, Ravell, Inc., Los Angeles, it is a bonanza: Current monthly production, some 20,000 kits. And, when the promotion has faded from TV channels (no longer ballyhooed by Borax's "The Old Ranger"), kits will probably be pegged for retail hobby and department store counters, priced about $3.95.

Name a TV star and you've named a super salesman.

But how does the sales manager of the average manufacturer—the company with a potential TV product—go about tying into the medium?

Fact is, scores of big-time national and regional telecasts, particularly the thriving series, are wide open and eager for tie-in ideas, either on an endorsement or licensing basis. With



RALPH EDWARDS's "This is Your Life" program over 133 NBC-TV stations has developed viewers' interest in purchasing tie-in promotions.

endorsements, the star lends his name and prestige to the product, usually actively. Licensing, which may also involve "endorsed" products, means that you tie in, pay royalties for using the show's name. Self-liquidators are a little different. Where licensing may cover such durables as clothing and albums, the self-liquidating premium is just that, a premium item which the sponsor offers viewers in return for a box-top plus any amount from a dime to a dollar.

You profit by creating the idea. Or perhaps, by simply making it. If the item brings you a decent profit (in volume) at, say, 80 cents, then the sponsor may offer it for a dollar (plus box-top). The overriding 20 cents pays promotional and mailing costs . . . makes this a self-liquidator, which in the long run costs no one anything, means profit and prestige all down the line. Tie-ins, for that matter, can be second echelon. By that I mean that though your product is neither directly tied into a program nor actively ballyhooed by its star, it can still move with the TV "traffic." Good example of the "secondary" tie-in is Kingsley Stamping Machine Co., Beverly Hills, whose machines stamp in silver the "This Is Your Life" participant's name on the albums Ralph Edwards uses during each program. Kingsley, that sells stamping machines to stationery stores, emphasized this angle —tying into Gibson's "This Is Your Life" albums. In splashy mailing pieces the firm pointed out that retailers could pick up bonus business stamping the albums — with a Kingsley. Then followed complete instructions, telling store owners how best to stamp the albums and what kind of foil to use (silver).

Kingsley's "secondary" tie-in was successful. Sales slant to the stationer: "Tie-in with 'This Is Your Life' albums . . . personalized with a Kingsley stamping machine."

To carry it even further down the line, I understand that astute local photographers across the country are featuring "This Is Your Life" candids for inclusion in albums destined for wedding anniversaries, retirements (a big and growing thing) and graduations.

Buzza-Cardoza has tied in too, now publishes a long line of "This Is Your Life" greeting cards, covering everything from weddings to retirements. Cards are premium-priced at 25 cents (at least a nickel higher than the average greeting card). On the back is a notation, "Copyright with permission from Ralph Edwards' famous TV show, 'This Is Your Life.'"

It's a big bandwagon, big enough to support scores of products, perhaps yours among them.

Sometimes tie-ins are dreamed up by a program's staff, then handed to a manufacturer to produce on a royalty basis. This was the case with the "People Are Funny" game, invented by Art Linkletter's writers, copyrighted by People Are Funny Productions and manufactured by Whitman Publishing Co.

The show's producers believed a game could be tied into Linkletter's radio and TV series. No established

...a 1956 IOWA BRAND INVENTORY report



Non-advertised toothpaste **brands** get a **cold shoulder** from **Iowans**

Percent of use of non-advertised toothpaste brands in Iowa has plummeted from 18.1% to 8.1% since 1951 . . . just five short years ago. In sharp contrast, a new brand introduced last year with plenty of advertising push, including a regular schedule in the Des Moines Register and Tribune, now ranks third in percent of use.

The trend away from non-advertised brands is equally strong in both rural and urban areas. Further evidence that today, Iowa farm and Iowa city families live alike, buy alike, respond alike to advertising stimuli. Together, better than 2½ million strong, they constitute a single large market with spending power of $4¼ billion annually.

Yes, whether they work on farm or in factory, Iowans have similar buying preferences. They read the same newspaper, too. The Des Moines Sunday Register is truly all Iowa's newspaper, reaching 2 out of 3 Iowa families . . . covering the entire state better than most metropolitan newspapers cover their city of publication.

Your free copy—1956 Iowa Brand Inventory—is available on request. It shows % of use by product and brand of 171 different products from toothpaste to television sets, from 1950 to 1956—broken down by city-town and rural. Write on your company letterhead to Research Department, Des Moines Register and Tribune, Des Moines, Iowa.

DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President

Circulation: Daily 364,744—Sunday 525,147

Represented by: Scolaro, Meeker and Scott
New York, Chicago,
Detroit, Philadelphia
Doyle and Hawley
Los Angeles, San Francisco

It's 2 to 1..

in fast-service eating places, twice-the-turnover per seat means...

MORE Meals
MORE Sales
MORE Profits

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountains
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

THEY ALL HAVE
ONE THING IN COMMON—

FAST SERVICE

To effectively reach this specialized market specify
FAST FOOD
for an advertising schedule

FAST FOOD
the magazine serving counter and fountain restaurants

386 FOURTH AVE.
NEW YORK 16, N. Y.

BILL BROTHERS PUBLICATIONS

game maker came forward with an idea, so the show's writers invented one—essentially the age-old game of charades made easy. Now Linkletter gives the game as a prize on his programs. Everytime it goes to some contestant, it gets a mention, and sales spurt. But the point is, as with any successful tie-in, the game keeps Linkletter's name before the public, creates interest between programs, helps establish the program's and star's names as household words.

When you come up with a product that accomplishes all this, you have a tie-in—and a good one.

Let me carry this further. I'm thinking now of a famous daytime contestant show, a long-pull high rater, which in the past has been giving winners complete wardrobes, household appliances, etc.

I was called in the other day to analyze the show, and if possible to come up with tie-ins which would remunerate its producers. As I sat in the studio audience, I was dumbfounded. The master-of-ceremonies must have given away three dozen items of wearing apparel, naming different manufacturers every time. The items did little for the show, and for a mention which would have cost him several hundreds of dollars, all a manufacturer had to do was give away a knit dress or a half dozen sweaters!

Start of Idea

After the emcee was off the air, I took the producer aside.

"For Pete's sake," I exploded, "look at the mentions you're giving and the show's reaping no prestige, nothing from all that free advertising."

He nodded. It was true . . . the reason he'd called me in.

I went on, "Why not call in a dozen apparel makers, license them to manufacture apparel under the show's name and prestige. That way you'll be building your own name, pocketing royalties, enhancing the star and his sponsor — getting, in short, just about everything you're not getting now."

Soon now I look for this big-time participation show to begin licensing woman's apparel makers, who'll have to create some new fashions tied into the program. Everybody's going to profit. But what's more important, a new line of merchandise will have been created, a line which will sell heavily in leading retail stores everywhere, and which will publicize the program.

Why haven't a dozen apparel makers come up with this tie-in years ago? For the life of me I can't understand why. Here's a natural. The show gives a full wardrobe every program. Why not a wardrobe of "program named" apparel?

Often a topnotch promotional item can be scripted right into a TV production. The other day a manufacturer brought in a couple of items which seemed naturals for exploitation on TV. Why "naturals?" First, they're unique — surefire to bring a program's name before the public through regular retail channels. Second, they're items I'm sure viewers will want — sufficiently to visit their retailer. Third, the products are easily recognizable, easily shown on TV, capable of pulling huge consumer response with no real sales effort—not obviously, anyway—on the part of the star.

Indirect Promotion

"This Is Your Life" albums meet every one of these requirements. Ralph Edwards merely thumbs an album during his show. The camera ranges in close. But Edward never directly promotes album sales. Point is, like any good TV tie-in, albums are great silent salesmen.

But back to the products capable of being scripted into a show. Right now I can't reveal what they are. But suppose, for example, they were an unusual type of shoe. Put them on the feet of the star, bring the camera in close, let a moppet breathe, "Gee, Joe, look at those zany Topper shoes you're wearing . . . where'd you get 'em?" and I bet thousands of viewing youngsters would pull mom's sleeve and ask for a pair, too.

How do you place products on TV? You can work directly, with a show's producer, advertising agency or, in some cases, a merchandising tie-in man for a big series. His sole business is to round up tie-ins. Or, you can operate through agencies that make it their business to sell tie-ins to producers and their sponsors. Since a manufacturer usually needs a representative for negotiations, it's probably best to work through an agency specializing in tie-ins. They work closely with TV producers and have a long backlog of successful promotions which help them to sell *your* product as a tie-in.

Television is increasingly on the prowl for the product that will enhance its productions . . . make a production's name and the name of its star a household word . . . and pick up royalties besides. And your product, or one on the drawing boards, might be just what video needs.

The End

" 'STRODNRY!" murmured Philo Vance

"Absolutely 'strodnry," murmured the lean aristocratic detective, as he lit another of his beloved Regies.

"Here I am, one lone detective out of hundreds—and these chaps pick on *me*. It would seem they want confirmation—or something—of the fact that more than half of Baltimore's families read the Baltimore News-Post & Sunday American. All I can say is it's plain as plain can be to anyone taking the trouble to look up the Audit Bureau of Circulation figures.

"So, old chaps—at the risk of repetitiousness—here goes: More than half of Baltimore's families read the Baltimore News-Post and Sunday American. Amazin'—what?"



S. S. Van Dine's famous fictional detective Philo Vance solves The Canary Murder Case published by Pocket Books, Inc.

Baltimore News-Post

& Sunday American

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE INC. OFFICES IN 15 PRINCIPAL CITIES

VISUAL AIDS

by Judy

- Stick - O - Mat Flannel Board
- Alphasets
- Strip - Stick Board

setting the visual-manipulative trend

Write for Catalog Today!

THE JUDY COMPANY
310 N. Second St., Minneapolis 1, Minn.

SALES GAINS AND LOSSES

Current operating statements (below) show changes in net sales volume (millions of dollars) for representative corporations over the similar year-ago. Gains far outnumber loses for the year to date—by a ratio of roughly 7 to 1. Outstanding gains—averaging from 25% to 33%—were scored by American Marietta Co., Colorado Fuel and Iron Corp., Gimbel Bros., Inc., and Magnavox Co.

Company	Period	1956	1955
Alden's, Inc.	6 mo.	$ 40.3	$ 40.9
American-Marietta Co.	9 mo.	136.7	107.0
American Molasses Co.	1 yr. f	50.4	47.2
AmericanSteel&PumpCorp	9 mo.	10.9	9.5
Bancroft(Jos.)& Sons Co.	1 yr. f	27.5	23.2
Brunner Mfg. Co.	9 mo.	11.9	9.4
Campbell Soup Co.	1 yr. f	429.8	377.5
City Stores Co.	1 yr. f	258.4	246.5
Colo. Fuel & Iron Corp.	1 yr. f	341.6	257.5
Continental Motors Corp.	9 mo.	94.4	113.2
Coro, Inc.	6 mo.	12.3	11.1
Coty, Inc.	1 yr. f	24.1	22.7
Club Aluminum Pdts. Co.	1 yr. f	8.6	8.1
Danly Machine Specialties	1 yr. f	45.7	36.5
Diana Stores Corp.	1 yr. f	33.0	30.1
Eagle-Picher Co.	9 mo.	85.9	83.6
Ero Manufacturing Co.	6 mo.	5.6	5.5
Eversharp, Inc.	6 mo.	9.1	9.6
Flagg-Utica Corp.	28 wks.	6.2	7.3
Garrett Corp.	1 yr. f	138.9	103.3
Gimbel Brothers, Inc.	1 yr. f	340.9	302.2
Glen-GaryShaleBrickCorp.	6 mo.	3.2	3.6
Gray Drug Stores	1 yr. f	24.4	23.3
Halle Brothers Co.	6 mo.	21.6	21.4
Horne (Jos.) Co.	6 mo.	27.7	25.5
Husky Oil Co.	1 yr. f	30.6	23.6
Intl. Minerals & Chemical	1 yr. f	96.6	96.4
Justrite Mfg. Co.	1 yr. f	1.8	1.5
KaiserAluminum&Chem.	3 mo.	84.4	77.4
Lane Bryant, Inc.	6 mo.	33.2	32.1
LaPointe Electronics	1 yr. f	$ 1.3	$ .5
Lau Blower Co.	9 mo.	8.8	8.2
Leece-Neville Co.	1 yr. f	13.4	11.6
Leeds & Northrup	3 mo.	7.4	6.1
Lehn and Fink Products	1 yr. f	25.7	23.0
Luminator-Harrison, Inc.	6 mo.	5.5	4.9
Mages Sporting Goods Co.	6 mo.	2.3	1.9
Magnavox Co.	1 yr. f	70.5	55.0
MayDepartmentStoresCo.	6 mo.	228.6	208.9
MolybdenumCorp.ofAmer.	6 mo.	12.3	11.6
Mt. Clemens Metal Prods.	1 yr. f	9.7	10.0
Mueller Brass Co.	9 mo.	53.8	49.8
National Casket Co.	1 yr. f	18.0	16.9
National Presto Indus.	9 mo.	20.1	27.0
Norbute Corp.	6 mo.	3.6	1.4
Old Judge Foods Corp.	1 yr. f	11.2	13.4
Permanente Cement Co.	6 mo.	21.2	23.2
Polymer Corp.	6 mo.	2.1	1.8
Polyplastex United, Inc.	1 yr. f	3.5	3.0
Racine Hydraulics&Mach.	1 yr. f	4.7	3.3
Richmond Homes, Inc.	6 mo.	1.2	1.2
Rohr Aircraft Corp.	1 yr. f	90.0	82.4
Royal McBee Corp.	1 yr. f	95.8	84.6
Serrick Corp.	1 yr. f	13.5	11.4
Thalhimer Bros., Inc.	6 mo.	14.0	12.7
Thomaston Cotton Mills	1 yr. f	33.6	30.6
Universal Winding Co.	1 yr. f	17.3	13.4
U.S. Ceramic Tile Co.	9 mo.	13.1	8.7
Western Tool & Stamping	1 yr. f	16.9	12.3
Wilcox Electric Co.	1 yr. f	5.1	3.8

Key: f—fiscal year.

HELP Your Salesmen **Sell More**



Give Your Salesmen A BETTER MEMORY For Christmas — MORE SALES For 1957

Recorday helps them:

- Organize their time
- Keep appointments • Keep promises
- Work effectively • Follow through
- Remember details • Sell more

A complete 12-Month Memo System and Work Organizer With Leather Pocket Case—Designed Especially For Salesmen.

Used By Many Leading Companies.

Send Today for complete 12 month unit on approval, complete details and quantity prices. Satisfaction unconditionally guaranteed.

Recorday Co. Dept. S

69 Harvey St. Cambridge 40, Mass.

Please send the following Complete Recorday Units On Approval:

..... With Deluxe Brown Case $8.50
..... With Brown Pin Seal $6.50

Name ..... Title .....
Company .....
Address .....
City ..... State .....

Statement of Ownership

STATEMENT REQUIRED BY THE ACT OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946 (Title 39, United States Code, Section 233) SHOWING THE OWNERSHIP, MANAGEMENT, AND CIRCULATION OF

SALES MANAGEMENT, INC., published First & Third Friday of every month, except in May, September and November when a third issue is published on the tenth of the month at East Stroudsburg, Pa. for October 5th, 1956.

1. The names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, Philip Salisbury, 386 Fourth Avenue, New York 16, N.Y.; Editor, Philip Salisbury, 386 Fourth Avenue, New York 16, N. Y.; Executive editor, A. R. Hahn, 386 Fourth Avenue, New York 16, N. Y.; Business manager, John W. Hartman, 386 Fourth Avenue, New York 16, N. Y.

2. The owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 percent or more of the total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a partnership or other unincorporated firm, its name and address, as well as that of each individual member, must be given.) SALES MANAGEMENT, INC., Raymond Bill, Estate of Edward Lyman Bill and Philip Salisbury all at 386 Fourth Avenue, New York 16, N. Y.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.) None.

4. Paragraphs 2 and 3 include, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting; also the statements in the two paragraphs show the affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner.

5. The average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the 12 months preceding the date shown above was: (This information is required from daily, weekly, semiweekly, and triweekly newspapers only.)

PHILIP SALISBURY,
Publisher

Sworn to and subscribed before me this 17th day of September, 1956.

[SEAL] Josephine M. Ciero

(My commission expires March 30, 1957.)



3 Big Advantages Only the Journal-American Brings You in the Highly Competitive New York Market...

1. **The largest audience of any evening or standard-size morning paper.**
2. **A growing audience of enthusiastic new families, attracted by expansions and improvements introduced early this year.**
3. **The steady time-proven selling power that comes from sixty years of consistent circulation leadership.**

Average daily circulation for the first eight months of 1956 exceeded 700,000—a gain of 40,000 families over the same period last year. On Sunday, circulation topped 890,000—an increase of 15,000 families over 1955.

The expanded and improved Journal-American is more dynamic, more influential than ever before. It is a must on any New York advertising schedule for deep and dominant home penetration where advertising pays off.

Journal NEW YORK American

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE INC.
OFFICES IN 15 PRINCIPAL CITIES

Hilton's Hotel Empire

(continued from page 33)

a labor union: the Cuban Culinary Workers' Retirement Fund.

Last January Houser and Ray Purpus, publicity *and* sales director of Hilton International, flew westward on a three-month round-the-world contract-development junket. Conrad Hilton announced the itinerary and plans. Houser would engage in a series of "conferences and surveys" in 13 markets from Honolulu and Tokyo to Karachi and Bagdad. Quite frankly, Hilton said that his company "intends to operate hotels in *all* of these cities."

One portentous photograph shows Founder Hilton scanning the globe with shrewd blue eyes and turning it with strong, well-manicured fingers. He proclaims the aim of the company's overseas operations as "world peace through international trade and travel." The new hotels strengthen "cooperation between private enterprise throughout the world and the United States." A Hilton hotel "in *every* major city in the world (will) improve international relations."

On his jaunt John Houser got contracts in Honolulu, Tokyo and Bangkok; helped to form a company in Australia (but has yet to sign for Sydney and Melbourne); initiated deals in Djakarta, Bagdad and a couple of other places, and "advanced" plans in Colombo.

Of course, some hitches developed. . . . A year ago when Khrushchev and Bulganin were touring India (and boasting loudly of all *Russia* would do for this big new republic), Hilton International was signing with India's House of Tata industrial interests for a hotel at New Delhi. Part of the money was to be borrowed from an insurance company. But just before Houser arrived there last spring, Jawaharal Nehru nationalized the insurance companies. Although the deal is not dead, Houser must negotiate with a somewhat different "partner."

At other times the fall of governments has postponed decisions.

But Hilton's "statesmen" are not easily dismayed.

Energetic, affable John Houser might be called a 22-years-younger chip off the Conrad Hilton block. Both are rugged westerners, who have learned how to hit with long shots.

Hilton was born in San Antonio, New Mexico (not Texas) and in a sense was reared in the hotel business. As the four daughters and three sons in the big adobe house grew up and moved away Hilton Senior rented their rooms, mostly to traveling salesmen, for $1 a day, including meals. After a youthful career in his father's general store (six-foot-two Hilton says, "I was peddling sowbelly, grits and coffins before I could see over the top of the counter") he served as a lieutenant in World War I, then went to Cisco, Texas, intending to buy a bank. But when the price on the bank was raised, he bought a hotel, the Mobley.

Cisco thrived on an oil boom. Rooms turned over three times a day. Hilton bought more small hotels in Texas, then started to build one in Dallas. Running out of money, he ended up—profitably—by leasing it. During the depression, when 81% of U. S. hotels went bankrupt, Hilton held on to five of his then eight. But he went $500,000 in debt.

On such a slender shoestring he has since stretched an empire. Some associates say that the globe he peers at is his "portable crystal ball."

Before World War II Hilton was doing nicely again, with hotels on the West Coast. In 1942 he bought $500,000 of Waldorf-Astoria bonds at 4½ (which he later sold at 85) and got control of the Roosevelt and Plaza in New York. In Chicago in 1945 he took over, for $7.5 million, the 3,000-room Stevens (now the Conrad Hilton), which two decades before had cost $30 million to build, and then the Palmer House for $6,452,000 less than its original $25,837,000.

Two years ago this fast-moving westerner picked his biggest plum when he bought, for $111 million, the Hotels Statler chain. By then his stature had grown great enough to bring a Federal charge of "monopoly." This was settled by a consent decree. Hilton's style was cramped a bit in four cities—New York, Washington, St. Louis and Los Angeles. But meanwhile the whole world was opening up for him.

In 1946 Hilton Hotels Corp. was launched with nine hotels and total asset of $60 million. Today, the corporation owns, leases or operates under contract 29 hotels with assets of $170 million. Gross revenue in 1955 reached $188 million and net profit $9 million. While earned surplus, excluding surplus reserves, on last December 31 stood at $30 million, the shoestring still showed in such figures as $10.1 million working capital ($6.6 million less than the year before) and a long-term debt of $75 million. In the past five years ratio of net profit from operations (not counting profit from sale of properties) to gross revenue declined from 6.3% to 4.2%.

Abroad, however, where others take the major capital risks, Hilton seems to be hitting a tidy bonanza. And John Houser's six-foot-two height and his weight in the corporate scheme grow proportionately.

At 46, Houser has been a hotelman and a Hiltonian for only eight years. Born in Ames, Iowa, he was moved young to California, studied at the University of Colorado and received a law degree from the University of Southern California. After practicing



ACAPULCO'S ADVANTAGES will be augmented by a supper club on a rock in the Pacific, to which guests will be conveyed by cable car.

Can all your salesmen stand up against price competition?

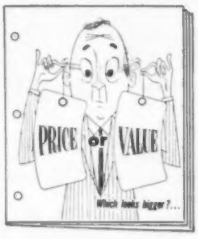
Some men have what it takes. Others buy business by giving away profits. But almost every salesman can learn to handle price competition...

Nearly 3,000 companies now employ Research Institute's new method for developing in salesmen that certain "something" that top-producers have which enables them to cope with cut-price competition; to get more and better business than salesmen who haven't learned how.

This new approach to sales development is different from anything you have ever seen. It is not just a sales training program. It is not a plan designed to *replace* anything you are doing now. It does not infringe upon the parts of your sales operation that can be performed only by a good sales manager. It is simply a way to squeeze a little more profit out of everything you are doing now!

See for yourself; send for the free Sales Analysis that shows how to sell against *price competition*.

This typical R.I.A. sales analysis on the subject of ways salesmen cope with price-cutting competition explains how to take price discussion in stride; how to build up *value;* how to put *price* and *value* in a perspective that is favorable to you. It includes a fascinating visual aid that helps your salesmen dramatize the importance of *value* over *price*.



The analysis takes an honest look at price in relation to value; points out specific ways to increase your business in spite of increasing price resistance. It demonstrates strategies developed by some of the country's top salesmen. More than two dozen tried and proved methods are presented in simple, understandable form that any salesman can grasp, fit to his own sales situations, and put to work on his very next call to get business for you; business that he would surely lose if he did not know how to handle price competition!

A copy is yours for the asking.

A few of the thousands of companies now profiting by Sales Membership in Research Institute

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California Spray Chemical Corp.
Carpenter Steel Co.
Collins Radio Co.
Consolidated Freightways
Dohrn Transfer Co.
Gould-National Batteries, Inc.
John Deere Plow Co.
Maxwell House Div.—General Foods
Morse Twist Drill & Machine Co.
Oxford Paper Co.
Philip Carey Mfg. Co.
Pillsbury Mills, Inc.
Schering Corp.
Square D Co.
Texas Power & Light Co.
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☐ Please send me the free Sales Analysis "PRICE or VALUE, which looks bigger?"
☐ I'd like to hear more about how other companies use your new sales development plan to improve their own sales programs.

Name _____
Title _____
Company _____
Street Address _____
City _____ Zone _____ State _____

AMERICANS LOVE ADVENTURE!

by

Harold Walker



Americans love adventure! . . . and the development of Memphis' fabulous Negro market is, to many, as exciting as a diamond discovery in Africa! Frankly, WDIA is leading the safari with a 50,000 watt transmitter!

Market Development

As industry started moving South and utilizing local Negro labor, new standards of living — new social status—were inevitable. And WDIA was the first to recognize these people — the first to go out to meet them, in their own idiom, in their own rich voices, in their own traditional culture. WDIA gave them their own stars, their own programs. And WDIA achieved top rating from Pulse!

Star Salesmanship

Consequently, WDIA sells a quarter billion dollars' worth of consumer goods and services, from beer to bus lines! Its national accounts include:

Continental Trailways . . Budweiser . . Lydia Pinkham . . Pet Milk . . Esso . . Halo

These national industries find that investment in WDIA pays huge dividends. They run up fantastic sales in a specialized market, virtually untouched by conventional, generalized methods. Only WDIA reaches this enormous audience — only WDIA induces this concentrated Negro population to buy more goods in specific brands.

Your Adventure

WDIA presents adventure that's exciting and profitable. Let WDIA sell your products to almost one-tenth of the Negro population of the United States. Write, today, on your letterhead, for factual information pertaining to your business. Also, ask for your bound copy of, "The Story of WDIA!"

WDIA is represented nationally by John E. Pearson Company.

JOHN PEPPER, President

BERT FERGUSON, General Manager

HAROLD WALKER, Commercial Manager



"IRON CURTAIN INN"—Chancellor Konrad Adenauer of the Federal German Government discusses plans for the now-building Berlin Hilton in West Berlin with Hilton's Houser.

in Long Beach, he joined the Securities and Exchange Commission in Washington. During World War II he served with the Board of Economic Affairs in West Africa and then, as an intelligence officer with the Marine Corps, in the Pacific.

Reentering civilian life, Houser joined the Bell System in New York, to work on legal matters relating to its inventions and on rights to their use, here and abroad. In his wide travels Houser met Conrad Hilton—who, in April 1948, hired him to form Hilton International, Inc.

This company sprang quite literally from Conrad's ability to talk the prospect's language—or, as his associates call it, to "play by ear." Puerto Rico Industrial Development Co., deciding to build a hotel in San Juan, wrote—in English—to seven U. S. hotel companies seeking an operator of the property. Hilton had learned Spanish in his youth. He was the only one to reply in that language: *"Mi estimado amigo."* His new and esteemed friends built the $7.3 million Caribe for Hilton to operate. It opened in December 1949.

When Madrid's Castellana Hilton opened in July 1953 Hilton read his address in Spanish. For the Istanbul debut, in June 1955, he even mastered some Turkish phrases.

Today, Houser and his growing group are winning friends in many tongues. Organization chart of Hilton International shows, under President Hilton and Executive V-P Houser, a half-dozen v-p's and eight "functional" directors. William Irwin and Dean Carpenter are v-p's and Houser's special representatives or "envoys." Curt Strand is v-p and general manager.

Under them appear directors of architectural and interior design, interior decoration, engineering, food and beverage operations, public relations (Ray Purpus), personnel and training, Sales Manager Joe Case (who keeps travel agents on the Hilton beam), and the auditor.

At the bottom, but in direct line to general management, are the five new regional supervisors of Hilton's wide world. As resident representative for Canada, Donald M. Mumford now guides only the now-building Queen Elizabeth at Montreal, but his prospect list includes Toronto and Vancouver. The realm of Frank Harris, who is in a parallel post for the "Pacific," reaches from Tokyo and Bangkok to Melbourne.

The other three are v-p's: For Latin America, Arthur E. Elmiger watches over San Juan's Caribe and the forthcoming hotels in Mexico City, Acapulco, Havana—and elsewhere. William Irwin, from Madrid, now oversees West Berlin and Rome, and has acquired London. Istanbul's Rudy Basler has been made viceroy for the Middle East—specifically Cairo and Beirut.

Basler's successor at the Istanbul Hilton has not been announced. William Land manages the Caribe, and Walter Schnyder, Madrid's Castellana.

Have Answers Handy

In Hilton International sales literally start from scratch.

Houser and his envoys go armed with ammunition to meet such questions as:

"1. Why the need for new major hotels?

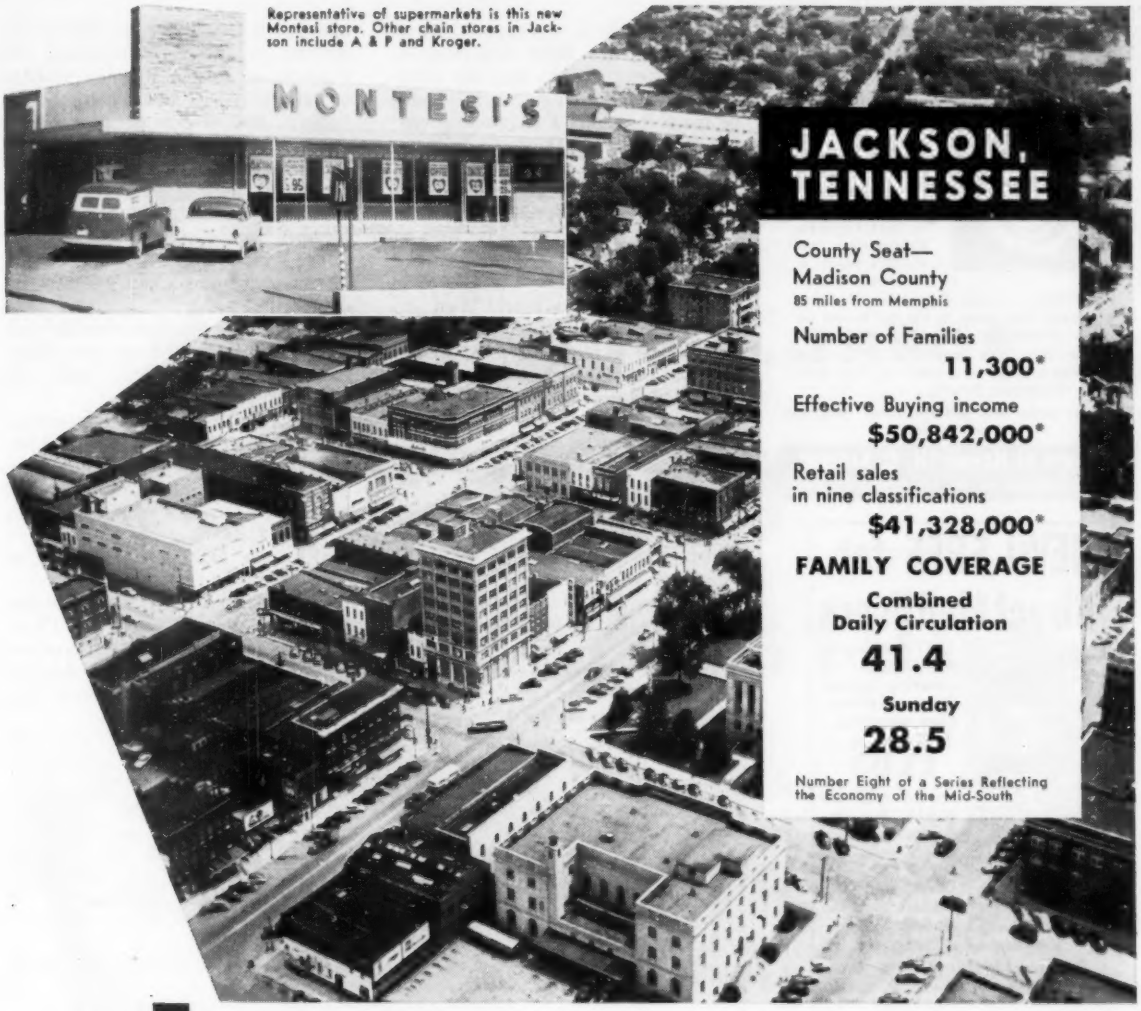
"2. Why a *Hilton* hotel?

"3. Will a Hilton Hotel increase tourism?

"4. Why pay Hilton a percentage of profit?"

Prospective hotel investors are told that the supply of American tourists is mounting rapidly: Between 1948 and 1945, while U. S. income expanded less than 50%, to $269 billion, this country's foreign travel expenditures nearly doubled, to $1.5 billion, and the number of Americans going abroad annually rose from 495,000 to 1,073,000.

This trend is spurred by greater personal and corporate income and (although Hilton does not mention it, the Great American Swindle Sheet); by longer paid-vacations, lower-cost and improved transportation, increased international trade, and "greater interest in world affairs."



Representative of supermarkets is this new Montesi store. Other chain stores in Jackson include A & P and Kroger.

JACKSON, TENNESSEE

County Seat—
Madison County
85 miles from Memphis

Number of Families
11,300*

Effective Buying income
$50,842,000*

Retail sales
in nine classifications
$41,328,000*

FAMILY COVERAGE

Combined Daily Circulation
41.4

Sunday
28.5

Number Eight of a Series Reflecting the Economy of the Mid-South

Sales Management, Survey of Buying Power

This Two Billion Dollar Plus Market Is Made Up of Cities Such as Jackson, Tennessee

CAPS penetration into the buying centers that sum up in the nation's 10th wholesale market puts sales power where sales are. Analyze city after city within a wide range of Memphis, and you find the same answer—"you get Memphis—and more, much more—when you put it in CAPS."

Two Dailies and The South's Greatest Sunday Newspaper

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PIN-ONS FOR PROFIT
HAWAIIAN WOODROSES



Here's a new exciting giveaway or premium to captivate women everywhere. A real flower preserved by nature to last forever. Women love the exquisite beauty of the HAWAIIAN WOODROSE corsage. Complete with colorful ribbon bow ready to pin on! Perfect for special sales events, special days, to introduce new products, new models, etc. It's a low cost high prestige idea. Order a 100 or thousands. Guaranteed Delivery.

Send for price lists and illustrated catalogue
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Hundreds of IDEAS for increasing your direct mail results. "Handy Check List" for mailers also included.

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Tourism, the envoys explain, draws foreign currency, helps to develop local industries and to improve international relations: A hotel "should be more than just a community center. It can become the focal point for the exchange of knowledge between . . . foreigners and natives." Visitors are "exposed" to native art, architecture, religion, philosophy, natural beauty, national personality — and every way of life."

But why a *Hilton* hotel? Well . . . *this* is the "largest hotel company in the world." It has won a reputation for "hospitality, high standards, efficient and successful operations, and ability to generate a new flow of business." Facilities of the entire organization are available to "each of its hotels."

Prospects are shown pictures of Hilton hotels, present and in construction, and are told a lot about the company's know-how in planning, designing, furnishing and management; in staffing and training; in advertising, publicity and sales. They learn of Hilton's inter-hotel-reservation and credit card systems. They hear that Hilton "has access to a large portion of the convention business originating, not only in the United States, but abroad."

Will a Hilton Hotel increase tourism?

Prospects in Bagdad and Bangkok may take the word of Puerto Rican Governor Luis Munoz-Marin: "Our investment in the Caribe Hilton has directly or indirectly benefited the economy of Puerto Rico by millions of dollars." . . . Jose Garcia Moreno, Spain's director-general of tourism, shows that in two and a half years the "Castellana Hilton has produced for Spain $2 million" (95% of it from the U. S.) . . . And Donald Gordon, president of Canadian National Railways, told Parliament that "I cannot imagine a better show window or better opportunity for sales of our Canadian tourism than through direct association (of the new Montreal Queen Elizabeth) with the Hilton organization."

Between 1949 and 1955 annual travel to Puerto Rico trebled to 150,000. From 1952 to 1955 Spain's tourists increased 70% to 2,742,402. Last year alone Turkey's increased nearly 60%, to 112,000.

Why pay Hilton a percentage of profit?

Hilton International maintains that its three "going" hotels are "substantially more profitable" than others in their areas, and submits detailed figures on returns to investors. (See below).

Caribe has 350 rooms (with 100 more now being added); Castellana, 330 rooms, and Istanbul, 277 rooms.

Operating-profit ratios of these three hotels in 1955 are compared with averages for all U. S. hotels for 1955, as reported by two hotel accountant firms. (See below).

Return on Investment

	CARIBE HILTON 1955	CASTELLANA HILTON 1955	ISTANBUL HILTON JUNE '55-MAY '56 (its first year)
Gross Oprtng. Profit	$1,578,606	$424,352	$1,204,211
Rental Paid	$1,040,491	$250,320	$816,691
Return on Investment	14.3%	8.3%	7.4%

Operating Profit

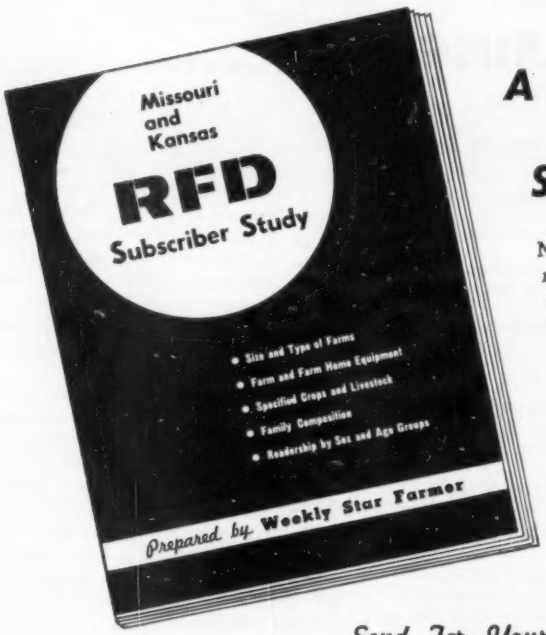
	HORWATH & HORWATH	HARRIS, KERR, FORSTER	CASTELLANA HILTON	ISTANBUL HILTON	CARIBE HILTON
Avge. Room Rate	$6.64	$8.48	$6.00	$14.75	$15.15
% of Occupancy	73%	73%	72%	85%	87%
% of Gross Oprtng. Profit	20.5%	23.6%	33%	36%	36%

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Missouri and Kansas

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A Guide to Successful Selling in This CROP-RICH, STOCK-RICH Farm Market

Now, the Weekly Star Farmer, *with more R. F. D. and more total circulation than any other farm paper in Missouri and Kansas*—provides an accurate, penetrating picture of its potent R. F. D. subscribers. Detailed, convenient, informative—fifty-seven pages packed with real marketing MEAT!

GIVES FARM MARKETEERS in Missouri and Kansas invaluable advance knowledge of size and type of farms, ownership of farm and home equipment, specified crops and livestock, family composition, readership, buying habits—and other profit-pointing facts.

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KANSAS CITY	CHICAGO	NEW YORK	SAN FRANCISCO
1729 Grand Ave.	202 S. State St.	21 E. 40th St.	625 Market St.
HArrison 1-1200	WEbster 9-0532	Murray Hill 3-6161	GArfield 1-2003

Thus, "while Hilton may take some profit from a new operation out of the country, the actual profits which remain in the country are substantially greater than they are likely to be without Hilton operation."

Hilton contends that not only local industries but existing local hotels gain from its market-development magnetism.

In San Juan's Caribe, Hilton made a permanent investment of $195,000. In its first four years this hotel produced for Hilton an average net profit (one-third of total net profit) of $267,000. This was 136% of Hilton's investment. The rate has since gone over 200% annually. Hilton's earnings are exempt from Puerto Rico taxes until June 30, 1959, and then partly exempt on a declining scale until 1962. They are also exempt from U. S. income taxation.

Meanwhile, on *their* $7.3 million investment, the Puerto Ricans thus far have made a total $6 million. And the Caribe's contribution to tourist spending and to business on the island is now estimated at $20 million.

Examples are cited to show the role of these new hotels in creating new and reviving old industries. The Castellana was furnished with Spanish rugs of unusual texture and fine craftsmanship little known to the rest of the world. Tourists who "sampled" them there are now buying them.

At Istanbul Hilton, Hilton revived the making of brightly colored Kutahya tiles which, centuries ago, went into such structures as the Suleiman Mosque. Hilton rounded up the few artisans who could still make these tiles—in effect, created a factory for them; put the tiles into the hotel's lobby, and has developed demand for them abroad.

In each hotel native architects, artisans and others take part. For the one at Istanbul a Turkish architect, Sedam Eldem, worked in New York and Istanbul with the U. S. firm of Skidmore, Owings & Merrill. *Architectural Record* devoted a 16-page piece to the hotel's modern "assertiveness" against an ancient background: to its economical use of steel (scarce in Turkey), and the "integration" of the building and its private balconies with landscaped gardens, terraces and reflecting pool.

Room with a View

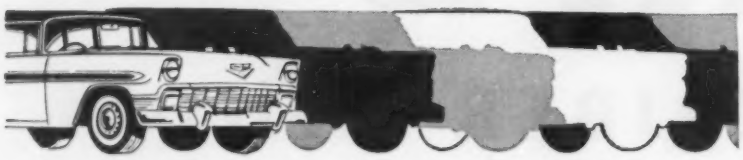
(Hilton prefers to talk of the service and the view, "overlooking the Bosporus . . . in the land of the Blue Mosque.")

The Berlin Hilton, however, has been designed by the Los Angeles and New York firm of Pereira & Luckman. Graduate-architect Charles Luckman (better known as a former soap salesman and as president of Lever Brothers Co.) also may help draw the plans for the Sydney link in the chain.

Even in making the most of a site the architects are giving the sales and advertising men "dramatic" things to talk about. At Port-of-Spain, Trinidad, the new hotel will sit "upside down" on the side of a high hill, and autos will enter from the top. . . . To a supper club on a huge rock in the Pacific, off Acapulco, guests will be carried by cable car. The Nile Hilton is converting a river barge into a floating cocktail bar. . . .

Prospective hotel builders are told plenty about Hilton's promotional vigor. "Each *one* of the $4 million" spent by Hilton Hotels Corp. for business development annually, Houser emphasizes, "works in some way for *all* the hotels in the organization." And for an "opening" hq. pays for newspaper and magazine advertising "all over the world." In the case of the Istanbul Hilton this tab came to $60,000.

5 cars or a fleet AUTOMOBILE LEASE SERVICE ANYWHERE!



ROBINSON CAR LEASING

Division of THE *HERTZ* CORPORATION

For executives . . . field men . . . salesmen . . .

It will pay off big to investigate the Robinson Car Leasing Plan. Why bother with all the headaches of car ownership and maintenance? Why tie up capital? Why not give all the problems to Robinson, free frozen capital, and put your representatives in sparkling new cars that lend prestige to your company?

No capital investment. Hundreds of businesses throughout the United States profitably use car leasing as the answer to automobile personnel problems.

Get full details. Send the coupon below, without obligation, for full information about the Robinson Car Leasing Plan.

Hundreds of businesses now enjoy these advantages:

- **New cars at regular intervals**—brand new cars supplied at mutually convenient times and places.
- **All repairs**—Robinson pays all the bills.
- **Towing and lubrication**—Robinson pays for all of it.
- **Tires repaired and replaced**—top quality tires the year 'round.
- **Insurance**—fire, theft, $50 deductible collision protection, plus prompt replacement of out-of-service cars.
- **Complete winter servicing**—again, Robinson pays everything.
- **License plates**—and everything else to comply with local laws.
- **Destroyed cars replaced**—promptly, minimum time loss.
- **Unrestricted mileage**—for both business and pleasure.
- **All these plus**—no bookkeeping problems, no capital tied up in automobiles, greater goodwill for your business, happier personnel driving sparkling new cars.

ROBINSON CAR LEASING

Division of THE *HERTZ* CORPORATION

SEND THIS COUPON!

To: Robinson Car Leasing Division of The Hertz Corporation, 218 South Wabash Avenue, Chicago 4, Illinois. Please rush information on how we can start saving capital with the ROBINSON CAR LEASING PLAN.

Name.....

Company.....

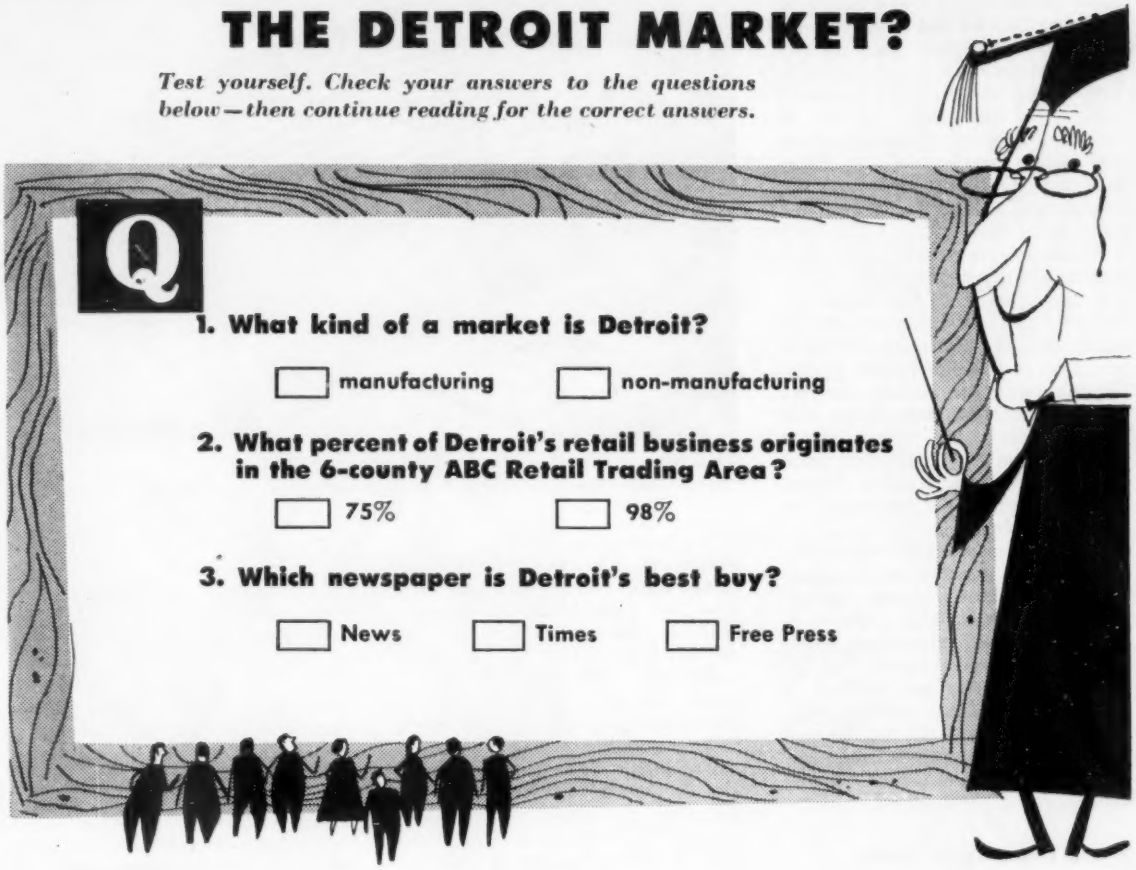
Address.....

City..... Zone... State.....

The number of cars we operate is.....

How well do YOU know THE DETROIT MARKET?

Test yourself. Check your answers to the questions below—then continue reading for the correct answers.



Q

1. What kind of a market is Detroit?

☐ manufacturing ☐ non-manufacturing

2. What percent of Detroit's retail business originates in the 6-county ABC Retail Trading Area?

☐ 75% ☐ 98%

3. Which newspaper is Detroit's best buy?

☐ News ☐ Times ☐ Free Press

A

Answer to question No. 1 is *BOTH!* Actually, Detroit's *non*-manufacturing employment is slightly ahead of manufacturing employment. Even in a high manufacturing year such as 1955, non-manufacturing led by 3%. Detroit today is a *diversified* market, with a total employment of 1,400,000.

Answer to question No. 2 is 98% of Detroit stores' retail business originates in the prosperous, populous 6-county ABC retail trading area . . . centered on a radius of 50 miles.

Answer to question No. 3 is THE NEWS, of course. THE NEWS not only has the largest total circulation of all Michigan newspapers, but concentrates this circulation in the 6-county trading area where the buyers are. Proof of its productivity is the fact that THE NEWS carries as much linage as both other Detroit newspapers combined.

What was YOUR score? If you want ALL the right answers to your Detroit market and media questions, write THE NEWS' Market Research Department.

Detroit Means Business

The Detroit News

THE HOME NEWSPAPER

Largest Circulation of all Michigan Newspapers (ABC 3-31-56)
Weekday 459,160—Sunday 573,375

Eastern Office . . . 110 E. 42nd St., New York *Chicago Office* . . . 435 N. Michigan Ave., Tribune Tower, Chicago
Pacific Office . . . . 785 Market St., San Francisco *Miami Beach* . . . . The Leonard Co., 311 Lincoln Road

Actually, the over-all "promotional" cost of one opening comes to about $250,000. This includes an elaborate press kit and airplane transportation of reporters, commentators and celebrities for a four-day shindig, with lavish entertainment. Houser figures that the "story" of the Istanbul opening last year made a total 205 million "impressions" (or aggregate circulation), through magazines, newspapers, radio-TV, displays and tie-in promotion.

Meanwhile, news releases go *regularly* to 500 newspapers, 54 wire services and syndicates, 450 magazines, 41 radio and TV commentators, 23 columnists and 35 publicity representatives of travel and other groups. There's plenty of picture material. Houser himself has been shown with a lot of world leaders, from Adenauer to Nasser and Nehru. One exception is Thailand's Queen Rambha Bharni. She prefers not to "personify" the Bangkok Hilton.

Varied promotion material appears in the 27,000 guest rooms, in restaurants, bars, lobbies, elevators, etc., in all the 29 hotels. Mail material is sent in a steady stream to stockholders, 3,000 travel agents, 750,000 credit card holders and millions of other guests. Hilton works closely with travel agents, 27 airlines and 15 steamship companies and their agents, and keeps prodding for convention and group business.

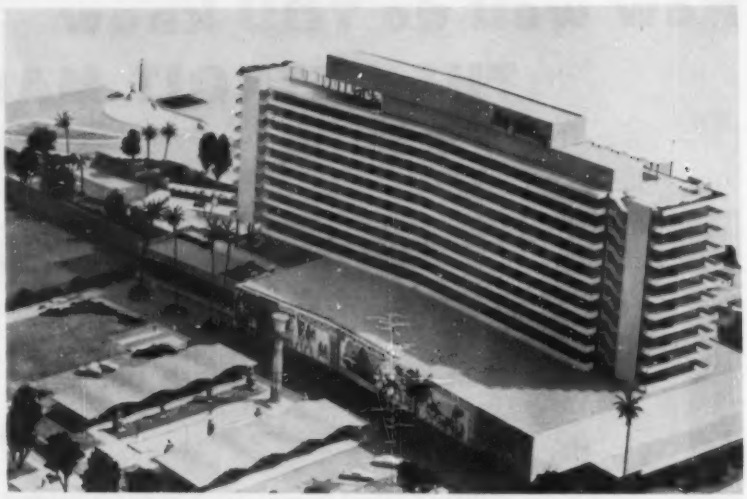
World-Wide, Sales Chain

Except for Ray Purpus and Joe Case, Hilton International itself has no sales force. But part of the job of the sales manager and his people of each Hilton hotel is to sell all of them. Other salesmen work out of the currently non-Hilton cities of Philadelphia, San Francisco, Montreal and Toronto. Thus about 100 men help to keep San Juan, Madrid and Istanbul busy, and already are signing business for upcoming members of the chain.

Each hotel also employs a publicity-advertising manager. In some larger units this job is divided—and multiplied.

For "advertising and business promotion" Hilton Hotels Corp. and subsidiaries reported spending $4.2 million in 1955. This was 2.2% of gross revenue. While the ratio was slightly less than the 2.5% spent in 1954, Hilton's "promotional" total in the last five years multiplied three and a half times.

Of last year's $4.2 million, $2.8 million bought advertising space. Needham & Grohmann, Inc., New York, is agency for national and international advertising. Individual hotels also advertise on their own. The San Juan hotel, for example, buys space throughout Latin America and schedules 27 U. S. mainland newspapers. The Madrid Hilton covers Europe. . . . In this country Hilton as a group claims to use "every major newspaper."



THE NILE HILTON—definitely planned for opening next year, regardless of the "Suez situation"—will feature a cocktail bar on a barge in this historic river.

The parent corporation now schedules *Business Week, Fortune, Holiday, Life, Newsweek, The Saturday Evening Post, Time, United States News & World Report, Sales Meetings* and hotel publications.

Hilton International draws travel trade through *Air Force Times, Army Times, Navy Times, American Week-End, Clipper Travel, International Hotel Review, New York Herald Tribune* (European Edition), *The New York Times* (International Air Edition), *Newsweek*-European and *Time*-Atlantic.

Other magazines include: In Latin America, *Time*-Latin America and *Vision;* in England, *Go, Punch* and *Travel Topics;* France, *Le Ciel Tuoristique, L'Echo Touristique, Le Repertoire des Voyages* and *Tourisme International;* Germany, *Der Fremdenverkehr,* and in Italy, *Epoca.*

Individual hotel advertising appears in Arabic, Japanese, Spanish, Thai and Turkish.

Ninety-five percent of employes of each international hotel are natives of that country. "This assures maximum local employment," John Houser explains, "but also allows for maximum advancement" for Hilton Corporation's 25,265 employes.

Candidates for international jobs are picked from domestic Hilton hotels from graduates of hotel administration schools, and applicants from other hotels, here and abroad.

Nationals of other countries, however, need not have hotel experience. Prime qualifications are good educational background and knowledge of English and at least one other tongue. (To please traveling executives' wives, male applicants may have a better chance if they are tall and handsome.)

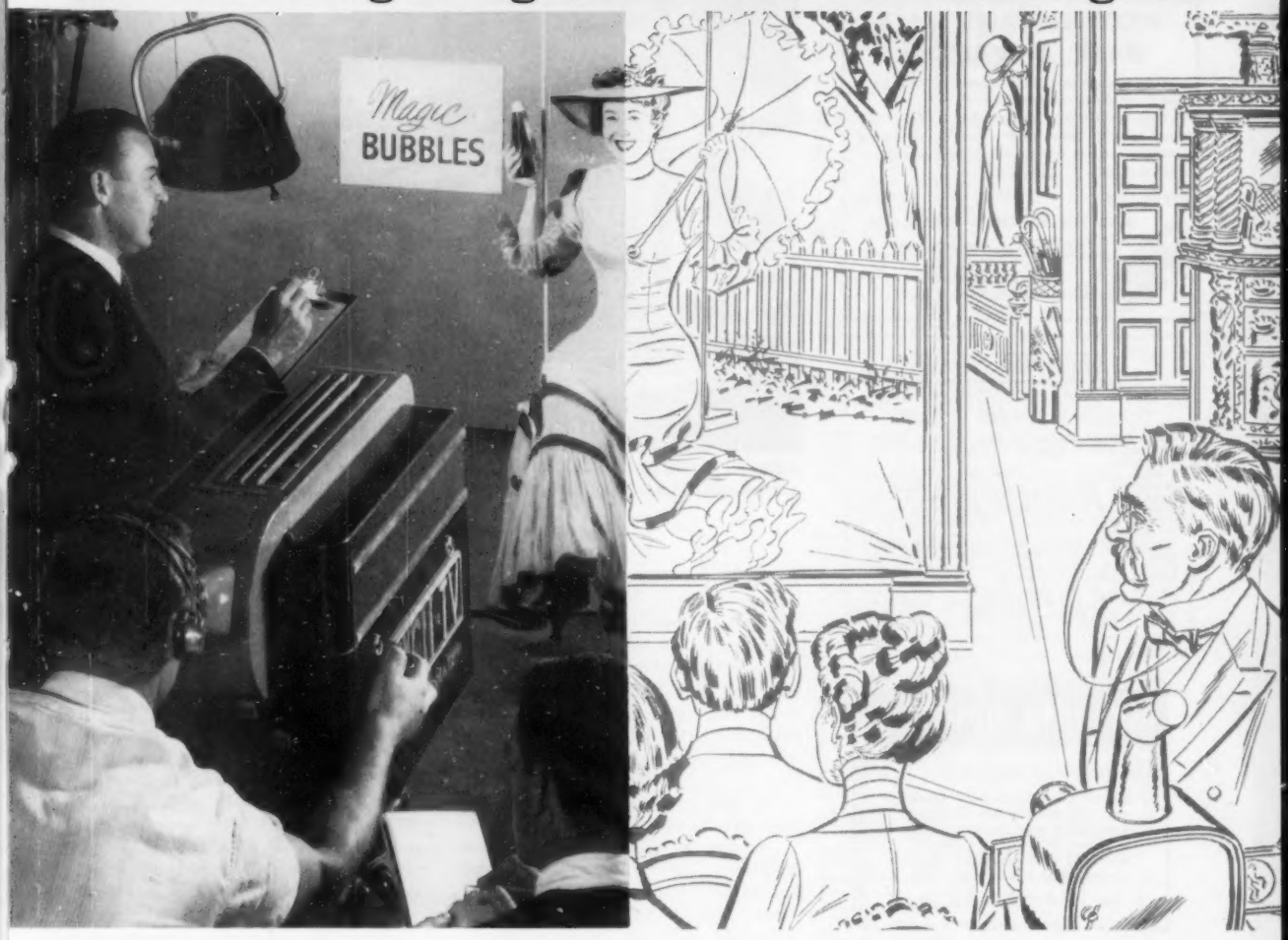
Many are brought here for training. These programs, varying with position sought, run for three months to two years, and include on-the-job activities and group meetings and lectures which stress both specific function and interrelation of departments. Trainees submit to management periodic written reports on their work, and their supervisors turn in detailed evaluations of them.

Right now kitchen and dining room personnel from a half-dozen countries are being trained at the Waldorf. An ex-Waldorf bus boy will be maitre d'hotel of the Habana Hilton. Ahmet Edman learned soda-jerking at the Waldorf and the Roosevelt before taking charge, at the Istanbul Hilton, of the first soda fountain in Turkey. . . .

Hilton Hotels Corp. remains a very "personal" outfit. Conrad's publicists stress nine reasons for "his" growth:

"1. He puts waste space to productive use." One example is the conversion of a book store in the lower arcade of the Palmer House, which rented for $3,000 a year, into the Town and Country Room, which produced $490,000 revenue in its first year. . . . But ability to pan gold on the premises might be better illus-

Product-design engineers make markets grow



They put action into a "stand-still market"

TIN-TYPES and magic lanterns satisfied grandpop, but not design engineers. They created a tremendous range of equipment for hobbyists and professional photographers, for commercial photocopying processes, for the movie and television industries, for industrial and scientific instruments, etc. Not only did photographic equipment itself grow into an important share of the O. E. M., but the development of television cameras sparked a brand new giant industry.

Today, more than ever, product-design engineers are doing big things for products and people. They're creating NEW MARKETS AND MAKING THEM GROW

The spectacular accomplishments of photo equipment designers are not unique. Dramatic advances are made constantly along the entire industrial design front — in appliances, machine tools, airplanes, etc. — wherever products are engineered. And in their search for new ideas, methods and products to complete their projects, over 33,700 product engineers have made *Product Engineering* the pace-setting publication in its field.

To reach these men *who make markets grow*, advertisers put more pages, and invest more dollars, in *Product Engineering* than in any other design magazine.

In the $34-billion original equipment market



. . . . . makes sales grow

The McGraw-Hill Magazine of design engineering

Product Engineering, McGraw-Hill Bldg., New York 36, N. Y.

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REPRINTS! REPRINTS!

Beginning on Page 133 of this issue is a complete list of the reprints of SALES MANAGEMENT articles that are currently available. File these pages for future reference.

Sales Management



BERLIN'S HILTON was designed by the U. S. architectural firm of Pereira & Luckman. Former soap salesman Luckman now is at work on the Sydney, Hilton.

trated by his discovery at the Shamrock in Houston. Not only did Hilton pick up Oilman Glenn McCarthy's erstwhile pride-and-joy for a relative song, but he actually struck an oil well in the Shamrock's back yard!

"2. He maintains the distinctive character of the hotels he buys"—and sees that the new ones are distinctive, too.

"3. He stresses efficiency rather than standardization.

"4. But he profitably consolidates facilities." (Merging of the Conrad Hilton and Palmer House laundries saved $230,000 a year.)

"5. He achieves valuable income from store rentals": $18,000 from a small show case in the New York's Plaza's lobby.

"6. He sets great value on guest service." (The international hotels greet guests with a "welcome drink.")

"7. He keeps in personal touch with operations."

"8. He protects himself by diversification." (His hotels range from 170 to 3,000 rooms, in cities from about 150,000 population — Albuquerque and El Paso — to New York, London and Tokyo.)

"9. He applies modern industrial methods": Time and method studies, job analyses, job standards, safety measures, budgetary control and pricing programs."

No. 10 might be: He develops people. Conrad Hilton says, "I try to make everybody around me a little bit rich." And sometimes he throws opportunities to them in large chunks.

Robert P. Williford, manager of the El Paso Hilton, once received a post card from his boss on which was pictured the Roosevelt in New York. Hilton wrote: "I'm thinking of buying this hotel. How would you like to come to New York?" Then came a wire appointing him the Roosevelt's manager. Williford had never run a metropolitan hotel before. But he accepted. Today, as executive v-p of Hilton Hotels Corp., he ranks second only to Hilton himself in the empire.

The recent rise of Hilton International has coincided with Conrad Hilton's personal fight against Communism. One of his speeches, "Blueprint for Freedom," received a Freedom Foundation award. A prayer which climaxed another was reproduced in several national magazines and on the air, and 500,000 reprints of it were distributed.

To him a major freedom in democracy here, and in strengthening democracy around the world, is Enterprise. He was thinking *widely* when he took for one text: "*We* are the early Americans." **The End**

Just So You'll Know . . .

Hilton's "sponsors" in several cities are:

Mexico City: Construcciones Internationales, S.A.

Havana: Caja de Retiro y Asistencia Social de los Trabajadores Gastronomicos.

Rome: Societa Generale Immobilaire.

Berlin: Hotelbau - Gesellschaft Budapester Strasse m.b.h.

This typesetter won't tell you how they say it in Tokyo and Bangkok.

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Chicago—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Vera Lindberg.

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THE SCRATCH PAD

By T. Harry Thompson



Trenchant thought on the eve of a national election: What this country needs is . . . more screwballs like NBC's Ernie Kovacs.

•

Incidentally, my own non-partisan ticket never got off the ground. For President, Dave Garroway. For Vice-President, Arlene Francis.

•

We used to say that a losing candidate was "up Salt River." A modern version may be "up Ribbon Creek."

•

DOLLAR-A-YEAR MAN: All work and no pay.

•

Headline for Gilbey's: "Gin and share it."

•

OLD-TIMER: One who can remember cubeb cigarets, with an aroma like a fire in a Chinese laundry.

•

I like that tag for bandsman Freddie Martin: "The man with the sax-appeal."

•

"One of the best ways to stop a runaway horse is to bet on him."—*Town Journal.*

ICE: All it's cracked up to be.—*Grit.*

•

Title for a booklet on tooth-care: "Cuspid's Last Stand." And for one on complexion-care: "The Unpardonable Skin."

•

In the North, he's a landscape-gardener. In the South, he's a yardman.

•

Says direct-mailer Orville Reed: "Some advertising takes for granted that every reader is a sourpuss. It pounds away at sales-points as though it were pounding nails in a coffin. Never a smile. Never a play-on-words. Just dull, dead description and blown-up bragging about the product or proposition."

•

Mohawk Carpet's Bob Myers wishes to add "free radio" to the column's services in "motels that will survive." He further says, being a carpet-man, he finds many motels using carpet for the comfort and home-like atmosphere it creates.

Will Rusch likes the slogan of a Los Angeles mortician who advertises: "Use our lay-away plan. Pay now. Go later." I do too. How about: "Be Dead Right"?

•

Adolph Fibel sends a motto in the original Latin: *"Illegitimus non carborundum."* Rough translation: "Don't let the (censored) grind you down."

•

Copy-Chiefs at Work Dep't: In *A Thing of Beauty* (Reader's Digest Condensed Books), A. J. Cronin talks about a *draggle* of geese. Don't you mean a *gaggle,* Doctor?

•

"Editorials, preachments, slogans about safe driving come under the head of Tilting At Windmills. Maybe a derisive term for the congenitally bad driver might help: Screwdriver!" —*THT in The Philadelphia Inquirer.*

•

Pressed *duck* is better than pressed *luck.*

•

ILLEGAL: Sick bird. — *Clipped by Joy Gallagher.*

•

I tried to telescope *year-round* into *yearound,* but our proofreader would have none of it. I'll try again.

•

In extenuation, there's a sort of poignant beauty about rock 'n' roll lyrics: "See you later, Alligator. After while, Crocodile."

Copywriters At Work Dep't

Being a copywriter myself, I am *muy simpatico* to the problems of the craft. You are assigned an account. *Ipso facto,* the product is the finest thing of its kind in the wide, wide world.

Occasionally, I step out of character and review current copy objectively. Take that fellow who writes about the brakes on a certain car. He would have you believe that *these* brakes make contact on most of the drum-surface and not just at four tiny points. By inference, are all other brakes less safe? I somehow doubt it.

Another copywriter waxes rhapsodic about a tropical suit. The way he tells it, you'll feel like a polar bear on an ice-floe. I resent the implication that any summer suit is a substitute for air-conditioning.

In recent months, writers of filter-cigaret copy have slugged it out toe to toe. Their particular brand screens-out harsh ingredients but lets the cool, cool, rich, rich, mild, mild, beautiful, beautiful flavor come through unimpeded. Could be, but some of these birds make me want to take my tobacco neat.

The detergent copy leaves me so confused, I'm glad I'm not a laundress faced with making a choice. When I was writing soap-powder copy, I tried to say something pleasant like: "On the line by nine, on the porch by ten." Nothing technical, but also nothing that wouldn't stand up under a lie-detector test.

Surely we can have competitive copy without aping science-fiction. Most products today are excellent value. The naked truth, told brightly, should suffice.



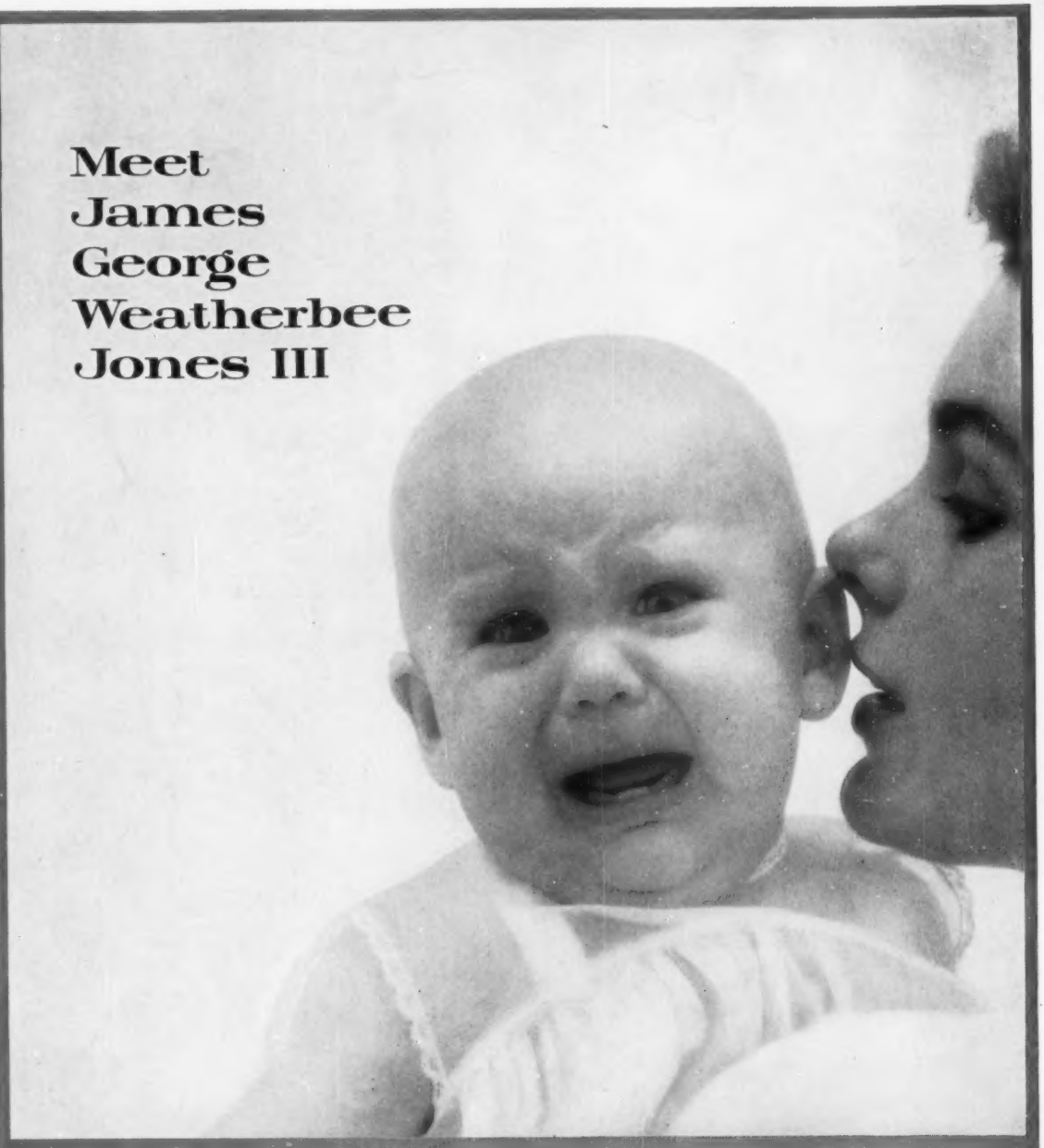


... another new idea in gifts!

The "Traveller" This handsome protective carrying case—with small size bottle of I. W. Harper Bonded Bourbon—fits any pocket, packs neatly in luggage. No extra cost!

BOTTLED IN BOND • KENTUCKY STRAIGHT BOURBON • 100 PROOF • I. W. HARPER DISTILLING CO., LOUISVILLE, KY.

Meet James George Weatherbee Jones III



-does he eat your baby food?

James George never heard of the Chicago Tribune Magazine. But his mother says Sunday isn't Sunday without it. And the best way to make sure he eats your brand of baby food is to advertise in it. The Chicago Tribune Magazine is the direct route to 2 out of 3 housewives in Metropolitan Chicago. It tells the stories and features the pictures of particular interest to Mid-America's mothers and dads. It is the *only* medium that blankets 66% of the great Chicago market. **CHICAGO TRIBUNE MAGAZINE**

59.9% of the housewives who read the Chicago Tribune Magazine never read a household magazine.